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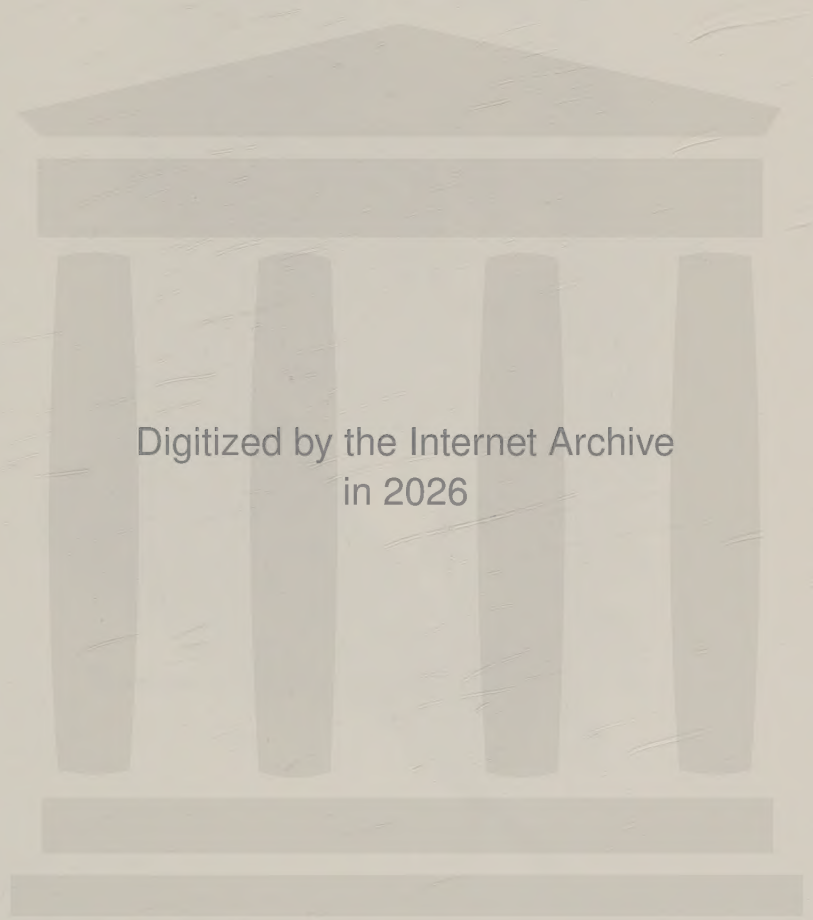
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Geo W King

The Marion Steam Shovel Company Family

History–Biography–Autobiography

By

GEORGE W. KING

Reprinted from

RANDALL AND RYAN'S HISTORY OF OHIO

THE CENTURY HISTORY COMPANY
NEW YORK
1915

JOHN C. RANKIN CO.
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Foreword to Reprint Edition

Memories of George W. King by his grandson

Although I never knew my grandfather personally because he died a number of years before I was born, I feel I know him through the delightful stories my mother, Ava King Brown, and her friends told me about the man for whom I was named.

Despite his lack of a formal education, my grandfather displayed a unique engineering and mechanical aptitude throughout his life -- from his early years working in the mill with his father to his experience as one of the founders and leaders of the Marion Steam Shovel Company. In fact his skills were so remarkable in this area that often when the company had a problem with a particular model of steam shovel, he would lose sleep trying to work out a solution to the problem. In one case, as the story goes, he lost a whole night's sleep puzzling over a particularly difficult dilemma, and the next day when he went to the shop he laid out enough work for eight draftsmen to spend three weeks making drawings that essentially solved the problem.

Many families have one parent who is rather stern and the other parent who is gentler in his or her parenting duties. George W. was a soft touch for his two children, Ava and Ray. His wife, Sarah was the strict disciplinarian who made the children "toe the line" so to speak. Probably a part of my grandfather's gentle behavior at home stemmed from the fact that he was so intensely occupied with his business. Therefore he directed his limited time at home toward achieving maximum happiness with his family.

George W. King's career with the Steam Shovel Company necessitated his travelling throughout the world

and on many occasions he took his family with him. I have seen many photographs of the four of them in resort settings in Europe, Cuba and Burma. My mother was privileged to attend the opening ceremony of the Panama Canal which Marion shovels played a major role in constructing.

My grandfather never let his success in the business world affect his relationship with his employees at any level in the company. They were all his friends. They had his respect, and he had theirs. And he always found the time and energy to contribute to many endeavors and organizations in the growing town of Marion.

Typical of the man, George W. King did not mention in his book his lovely home, "Etowah", constructed in 1908 and 1909. Its stately beauty made it a landmark in Marion at 429 Mt. Vernon Avenue. The Central Christian Church continues to use "Etowah" in conjunction with its own attractive attached sanctuary. Unfortunately, the lake behind the building is now history.

This kind and unique man, George W. King, had a tremendous influence on his family, his business and his community.

George King Brown
April 30, 1990

Reproduction of 1909 postcard of Etowah, home of the George W. King family. Later is was the home of his children and their families -- the Ray Kings and the Hoover Browns. Presently it is the church home of the congregation of The Central Christian Church.

Courtesy of Hughes Photography, Inc.

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INTRODUCTION TO 1990 REPRINT OF 1915 KING BOOK

The reprinting of this book is one of the activities sponsored by The Marion County Historical Society for the community-wide celebration planned for June 1, 2, 3, 1990 to commemorate the centennial of Marion becoming an incorporated city. This celebration continues the tradition of commemorating important dates in the history of Marion county. The founding of Marion on April 3, 1822 was celebrated in 1897, 1922, and 1972.

George W. King's book was originally published in 1915 in cooperation with Randall and Ryan's four volume set, THE HISTORY OF OHIO, and is out of print. The activities of the group of men whose stories are told here were an important factor in the growth of Marion that resulted in city status.

A topical and name index has been added along with a preface by the grandson of George W. King--George King Brown, son of Ava King Brown.

Trella Hemmerly Romine, Publication Chairman
The Marion County Historical Society
April 1990

I HAVE frequently been asked to write a short sketch of my life, it having been urged that such a sketch would benefit young men of the rising generation who have to depend upon their own personal efforts for a start in life. I have, therefore, finally decided to write such a sketch, and, if it will encourage young men to overcome the many obstacles they will encounter in the path of life, I will feel amply repaid.

I was born February 19, 1854, in Richland township, Marion county, Ohio, within a stone's throw of what was then known as King's Mills. My parents were married when quite young, my mother being but seventeen years of age and my father but twenty-one. It was necessary for them to practice industry and economy to rear their six children. The writer, being the eldest child and only eighteen years younger than his mother, was practically a child with her, and together we spent many pleasant hours preparing meals and waiting for my father to come home from his work. I am greatly indebted to my mother for early moral and religious training. She had such a kind motherly influence over me, that it pained me whenever I would go contrary to her wishes. Her motherly influence followed me into manhood and doubtless kept me from getting into bad company and doing many dishonorable things. When my father died, his heirs consented, upon my advice, to have mother operate the old home place with the help of the younger children, using the income for her living and their support. This enabled her to finish rearing her family, but the declining income from the mills, which were finally abandoned, reduced her support. I finally purchased a good home, near

my own residence in Marion, and gave it to her. She brought her aged mother and Emma, her only living daughter, to live with her in Marion. She resided in Marion for several years and until the time of her death, which occurred in her seventy-first year. The kind interest that this loving mother showed in her family, even in her last moments, will never be forgotten. She is survived by her daughter Emma and by her four sons, George W., Frank H., Wesley M., and Charles B. The two eldest and the youngest of her sons are all holding responsible positions with the Marion Steam Shovel Company, while Wesley M. turned his attention to farming and still resides on the old home farm, having purchased it together with additional lands. It always affords me a great deal of pleasure to visit my brother and his hospitable wife on the old home farm. Although there is but very little left of the old mills, every hill, stone, bush, and tree brings to my mind some event of my early life, which was full of hopeful aspirations, for I had my guide stakes set high.

My father was but twenty-two years my senior, and we were always companions. When I was but a boy he used to take me with him into the woods near our home to shoot squirrels, which at that time were quite plentiful. When we sighted a squirrel we would chase it and it would usually scamper up the first tree it came to. Father would then conceal himself behind another tree near by in position to take aim, instructing me to walk around the tree in which the squirrel had taken refuge and make plenty of noise. The squirrel, in its efforts to keep on the opposite side of the tree

from me, would come around in plain sight of my father, who seldom failed to shoot it through the head, even though it were in the top of the tallest tree. We would usually secure all the squirrels I could carry in less than an hour. Wild turkeys were also quite plentiful in the large tracts of timber land and could be secured, whenever needed for the table, without driving them out of the country, by using care in hunting them. A favorite method was to locate the turkeys in the evening when they were going to roost, and then visit this same spot the next morning before daylight in time to become concealed in the brush and bushes near the roost. At dawn the turkeys would fly down from their roosts and commence feeding. While feeding, the flock would become somewhat scattered usually, but when through feeding they would call themselves together again. The concealed hunter then would also begin calling with what was known as a "turkey caller," made from a bone of a turkey's wing, with which he could imitate the turkey's call perfectly. In this way he would soon have the entire flock around his hiding place. He would shoot one of the finest through the head, and, after waiting until the balance of the flock walked away, he would pick it up and take it home. By this method the flock was not alarmed and he could come back in a day or two, repeat the proceeding, and get another turkey, while, on the other hand, if the turkeys had been alarmed they would have been miles away. It goes without saying that in the fall of the year and in early winter, tender, fat young turkeys made an elegant roast. Our table was also well supplied during the spring and early summer with fine fish.

The fish would swim up the rapid current flowing from the water wheel that furnished power for the mill, and by closing a gate of the fish trap and afterward stopping the water wheel their retreat would be cut off. We would thus secure sunfish, perch, and bass, and, after taking out as many as we cared to use, we allowed the remainder to swin back into the stream.

My father always took me into his confidence, and thus I became very familiar with his business affairs and was soon able to be of assistance to him in making and executing his plans for the mills and farm. This early experience has been of great benefit to me and has taught me to rely upon my own resources. Quite frequently I used to break a plow handle or some part of the farm tool with which I was working in one of the back fields, and, instead of stopping work and going to the repair shop, I often took a large sliver of wood from a fence rail and bound it to the broken part by means of the tough bark taken from a linden or elm sprout, thus making a temporary repair that would last until I had occasion to make a trip to the repair shop, when not so busily engaged with farm work, or when there was an accumulation of other articles in need of repairs. I had occasion to use this knowledge in a peculiar way later in life when my wife and I, accompanied by a number of young people, drove to the country for a picnic. A city friend's horse became entangled in its bridle and tore it to pieces so that my friend was at a loss to know just what to do. He contemplated walking back to the city, where he could procure another bridle, as he thought this was the only possible way to get his lady back home, but I volunteered my

assistance, asking him to let me show him how a country boy would get out of such a difficulty. Immediately I stripped the bark from a linden sprout and in a few minutes had his bridle repaired so that he was able to drive home in perfect safety. Being able to make quick repairs is an asset for which I am indebted to my early training on the farm.

My father learned to operate the mills when quite young, operating them for my grandfather, whose business methods were to turn out nothing but high grade work and deal fairly and honestly with his customers. He believed that such methods paid from a business standpoint, as well as from a moral point of view, and he enjoyed the full confidence of his patrons as long as he lived. I am indebted to my father, as well as my grandfather, for instructions in business dealing. They always advised me that if I wished to be a success in business I must turn out first-class work and deal honestly with customers. The greatest asset that any concern—large or small—can have is the confidence of its patrons, and after being in business for many years I have no better advice to offer the rising generation than that given me by my father and grandfather. Transient venders may deceive their patrons and then seek new customers in new fields, but the success of any concern permanently located in business depends almost wholly upon its honorable treatment of customers. My father's business investments did not prove to be good; the currency fluctuations during the Civil War were against him, for he appeared to be on the wrong side of the deal when currency changed from gold to paper, and again when

it changed back to gold. It required a skilled financier to foresee the effect that these changes would have on investments. Before my father's death, which occurred in his fifty-first year, the business of the local mills began to decline. Cheap and rapid transportation had made possible a centralization in the manufacture of woolen goods and other commodities. Larger concerns were better able to install expensive machinery and manufacture goods on an extensive scale and at a low cost, and, as a result, could ship their goods and sell them cheaper than the local factories.

My grandfather's name, on my father's side, was Titus King. He was of English descent and was born November 24, 1793, near Rutland, Vermont. His parents died when he was yet a small boy, and his guardian bound him, at the age of fourteen, as an apprentice to learn the manufacture of woolen goods. At the age of twenty-one he had finished his apprenticeship. He had a small amount of money due him, and to this he added another small amount by working at his trade in the vicinity of Rutland. Being treated unkindly by his former master, he became disgusted with the apprenticeship system and would never allow a boy to become bound by contract to him when he became established in business. About the year 1817, he made what was then considered a hazardous trip to Ohio in a one-horse wagon. He settled in Lancaster, Ohio, where he soon built a woolen mill operated by waterpower. He had been established in Lancaster but a short time, however, when his small mill was completely destroyed by fire, after which he moved to Delaware, Ohio, and established a mill at that place,

H. W. Barnhart

forming a copartnership with a Mr. Allen. My grandfather, being the practical man, looked after the operation of the factory and mills, while Mr. Allen looked after the books, collections, and the payment of bills. The latter was seriously neglected, causing my grandfather to become dissatisfied with the copartnership. He therefore sold his interest in Delaware, and, after closing up his affairs, had but five hundred dollars left. In 1830 he moved to Richland township, Marion county, Ohio, and invested his five hundred dollars in eighty acres of virgin forest land. This land ordinarily would have sold for about a hundred dollars, but on acount of its having the Whetstone River flowing through it, with sufficient fall to furnish power for the operation of mills, he paid the additional price for the mill site, which, in the days before the advent of steam power, was a valuable asset. He built a sawmill and a woolen factory on this site, and they were known for many years after as King's Mills. The timber in the surrounding country, especially in the fertile bottom lands, was mostly black walnut, and when the farmers began to clear these lands it was the first to be taken out. I have often heard my grandfather remark that when he first started his mills over half the saw logs were of black walnut. Many of the early frame houses in Marion were built from lumber sawed in King's Mills, and to-day, as these old houses are torn down, the framing, as well as the siding and finishing lumber, is often found to be of black walnut.

While living in Delaware my grandfather became acquainted with Margaret Storm, whom he married September 11, 1822. His wife was born at Delaware,

June 17, 1806, of Holland Dutch and Scotch descent, and was a daughter of one of Delaware's pioneer settlers. I have often heard my grandmother relate thrilling stories of experiences with the Indians. Grandmother King died in her fifty-fifth year. Four sons and three daughters were born of this union: Henry S., Harriet, George T., Hiram A., Mary Jane, Albert, and Lydia Frances. Harriet, the eldest daughter and mother of Henry M. Barnhart, was born in Delaware, Ohio, January 14, 1828. George Theodore, the second son and the writer's father, was born in a cabin on the old mill yards at King's Mills March 4, 1832. Mechanical genius was apparent in my grandfather King's family.

My grandfather's name, on my mother's side, was Martin Barnhart, of German descent, who was born January 11, 1794, on a farm in Cumberland county, Pennsylvania, near Carlisle. In his earlier years he used to transport farm products to the Baltimore market by means of teams and wagons, beginning by driving a six-horse team for his father, often returning with several bushels of oysters, together with other merchandise for his local market; and when he moved to Ohio he was one of the pioneers in transporting grain and other farm produce in the same manner to Lake Erie at Sandusky, Ohio, returning with fish and other commodities. He was very much interested in the development of Ohio and served as a commissioner of Marion county for two terms from 1851 to 1857. Grandfather Barnhart's first wife's maiden name was Martha Neischwanger, who was also born in Cumberland county. She bore him three sons and one

daughter: John, Peter, David, and Martha. John the eldest son, was the father of Henry M. Barnhart and was born in Cumberland county, Pennsylvania, April 19, 1821. He came to Ohio in 1838, driving one of his father's teams. Grandfather Barnhart's second wife's maiden name was Mary Strine, born December 20, 1812, in Cumberland county. They were married April 25, 1832. She bore him four daughters and two sons: Margaret, Elizabeth, Catherine, Harriet, Martin H., and George W. Margaret, the oldest child of the second marriage, was the writer's mother. She was born in Cumberland county, Pennsylvania, July 10, 1835, coming to Ohio with her parents and other members of her family when but three years of age, and settling on a farm near King's Mills. Grandmother Barnhart lived to be eighty-eight years of age. She gained her second sight and would often spend hours reading books and papers without the aid of glasses. She enjoyed good health until the time of her death, which preceded my mother's by only three years. Mechanical genius was very marked in Grandfather Barnhart's family, and, though occasionally skipping one generation, it was sure to appear in the next and has thus shown in his descendants down to the fourth generation. My grandfather died in his seventy-fourth year.

The prevailing custom in the early days was for the young people to marry their schoolmates or near neighbors. In accordance with this custom, the Barnhart and King homes being less than a quarter of a mile apart, John Barnhart married Harriet King April 17, 1845. Two sons and four daughters were born of this

union: Henry M., Sarah, John, Eva, Olive, and Ida. Henry M. Barnhart was the inventor of the first steam shovel built by The Marion Steam Shovel Company. He was born August 28, 1846, on the south bank of the Whetstone River, less than one mile east of King's Mills. Continuing the neighborhood custom, George T. King married Margaret Barnhart April 7, 1853. Four sons and two daughters were born of this union: George W., Eva, Emma, Frank H., Wesley M., and Charles B., the writer being the eldest.

When I was but a boy, I spent the greater part of my leisure time in making articles out of wood or such materials as could be worked with the crude tools I had or could make. I made small wagons and other articles for the amusement of my child friends. My father, however, not being wealthy, needed my services most of the time, but he was as indulgent as circumstances would permit. After becoming a little older, he allowed me to make wheelbarrows, neck yokes, single and double trees, harrows, and other articles that I could make and sell to customers coming to the mill. He permitted me to keep the money realized from such sales and taught me to do business for myself. I frequently found him showing his customers some of my work, as well as some of the tools and crude machinery that I had devised to be used in making the parts of articles I was building. It certainly gave me great joy and encouragement to hear him and his customers praise my work. I owe him a debt of gratitude, too, for the way he encouraged me in the saving of money. The first money I ever earned by my own efforts was five cents, given me by my grand-

father in paper currency (or "shin plasters," as they were called) for laying the middle stick between the boards as my uncle and grandfather piled up lumber to dry. I was very much pleased with my first earning, and asked father what I should do with it. He advised me to save it until I could earn more. I took this advice and soon found that my savings account amounted to three dollars. I again went to my father for advice, and he told me to continue saving, then loan the money where it would draw interest. My next question was, where I could find someone to borrow it, and he said that he would borrow it and pay me eight per cent interest, the prevailing rate at that time. He advised me to keep account of the amount and dates as I loaned him additional sums. I continued this practice until the principal and interest amounted to $12.44. He then showed me how to write a note, which he signed. I continued this method of saving, adding the additional earnings made from the sale of articles which I could make and dispose of, until I was twenty-one years of age, when I found that I had saved in this way $367.47.

When I was eighteen years of age I assisted the carpenters in rebuilding the sawmill and also helped Mr. Nelson Talley, the millwright, to set the machinery. Mr. Talley complimented my work very highly and taught me how to make mechanical drawings to scale and work from them. As Mr. Talley was too busy to complete his work, he gave me the necessary instructions and I finished setting the machinery. I was glad to take instructions from him, as he was earning about four times as much money as I could. He took an

interest in my mechanical aspirations and advised me to subscribe for the *Scientific American*, the leading scientific and mechanical paper at that time. He also directed me to other mechanical books and papers, which proved interesting and helpful.

I had no educational advantages other than a common country school education, and, during the earlier part of my school days, I showed little interest in books until the school adopted the Wilson Readers. These books did not have much value in teaching the children to read fluently, as there were too many scientific terms used, but as they treated on botany, physiology, natural history, chemistry, physics, astronomy, geology, and such scientific subjects, I soon became interested in the information they contained and undoubtedly these Wilson Readers were responsible for my becoming intensely interested in subjects of a scientific and technical nature. When I began to read this kind of literature I did not always comprehend its meaning, and would often read an article the second and third time and then probably not understand its full meaning; but a litte later I would read another article that would throw light on the first. When I mastered a subject in this way I would never forget it, and when the opportunity presented itself I would make the practical application. I always kept a book or magazine in some convenient place and would improve every leisure moment in reading and studying, thus acquiring knowledge that has been very useful to me.

When I was twenty years of age I designed and took charge of the construction of a stone dam across the

Whetstone River, quarrying out the stone near by. This quarry contained valuable building stone, and the following year I dammed off a portion of the bed of the river and pumped that portion dry with the water power from the mill. The stone met with ready sale, enabling father and me to take contracts for small bridges, furnishing the stone and lumber and building them complete without going beyond our own resources for material or labor.

I always loved to be in company with men of mature age, and when a child would often sit for hours listening to the conversation of older people. Rather than play with children, I would listen to the old and retired men relating their experience and giving their reasons for success or failure. I was evidently a good listener, too, for in later life I frequently made good use of what I had learned from these older people, thus avoiding many mistakes that otherwise I would have made. I was interested in everything mechanical quite early in life. I wanted to make machinery to do some of the work that was mostly done by hand at that time, and would make plans for such machinery long before I was able to execute them, and in after life, when I became actively engaged in the designing and manufacture of machinery and found myself hard pressed for a plan to accomplish a certain result, I would recall one of these old plans which had been matured and stored away in my memory many years before. I learned to operate the mills when a mere boy, and before reaching my majority foresaw that the business was destined to go into the hands of larger concerns. At my father's death some of my friends

advised me to take over the business and continue to operate the mills, but I concluded that there were other fields more inviting.

At the age of twenty-one I asked Mr. Edward Huber for an opportunity to learn the machinist's trade—this was shortly after the Huber Manufacturing Company had been organized,—but Mr. Huber told me that he had all the apprentices he could use. When I advised my father that I could not get employment in the Huber shops, he said that he wished I would continue to work for him, helping him operate the mills and the farm, and that he would see that I lost nothing if I would stay with him. I asked him what he meant by losing nothing, and he did not seem able to find words to express himself. I informed him that if he intended to make a distinction in my favor at his death, I would not care to consider such an arrangement, as anything but an equal distribution of his property would be sure to make trouble. I informed him, however, that I would be willing to continue in his employ if he would pay me for my work. He could then pay the other children for such work as they might do for him after they had reached their majority. In this way there would be no chance for complaint. He adopted this plan and informed me that he would now be much better off had he adopted a similar course when he reached his majority. We agreed that I should continue working for him and that he should pay me one dollar per day, including board. I continued in this way for seven years, and when not actually working for my father I would work for myself, making such articles as I could dispose of. During

this time I designed and built a water wheel and took the machinery out of the old woolen mill and installed, in its stead, a mill for grinding a high grade of corn meal, also for grinding feed, making many other changes around the old mills. In making these changes I would frequently make a wood pattern and take it to the Huber Manufacturing Company and have castings made from it. I became better acquainted with Mr. Edward Huber in this way, and would frequently take to him "working models," illustrating some ideas for improvements that I thought might be made on engines and other machinery. These ideas evidently had some merit, as Mr. Huber soon became interested in me.

When I brought Mr. Huber the wooden model of a hay carrier that I had designed and put into operation in my father's barn the previous summer, he became very much interested. With the carrier, hay could be lifted straight up from the wagon until it would clear the beams or other obstructions in the barn and then be carried back into the mow any required distance. I made this device to avoid a job that I disliked doing—that of pitching hay from a wagon into a small door in the barn some distance from the ground while the hot sun was pouring down upon me. I explained the features of my hay carrier and told Mr. Huber what it had accomplished, and he informed me that the device was worthy of a patent and that he would assist me in procuring one and would pay the patent fees for one-half interest in it. I agreed to this proposition and a patent was granted me and issued April 25, 1882. I made the wood patterns for the new carrier and had the Huber Manufacturing Company make the

castings. I then hauled the castings to King's Mills, where I assembled them. The Huber foundry was located between the Erie and Big Four railroads on North Main Street, Marion, which was not a very safe location to drive a spirited team, so I would hitch the team on Main Street near the Court House and then wheel the castings from the foundry to the place where my team was hitched. I had designed and installed in the old mill some ingenious machinery for making wood pulleys for these carriers, and as soon as I had completed the first few carriers I loaded one of them into a buggy and showed it to the farmers in the surrounding country. Most of them had heard of the work my carrier had accomplished, and I had very little trouble in making sales. Mr. Howard Brenner, a near neighbor, followed me, delivering the carriers and installing them in the barns for the farmers. In this way we did a good neighborhood business during the first season. At the end of the season, when making a settlement with Mr. Huber—and according to the agreement he was to share half of the profits,—I had my first opportunity to learn the true character of the broad-minded man with whom I was dealing. I had made what I considered a reasonable charge for my work of making patterns, assembling and selling the carriers, but Mr. Huber said that I had not charged enough and insisted that I be allowed more, which I reluctantly consented to accept. He said that the patterns I had made were as good as those of a skilled pattern maker. This was my first business experience with Mr. Huber, but afterward I was closely associated with him in business until the time of his death, and I

always found him to be perfectly fair and just in all his dealings. I found that no matter how much personal gain was at stake, he was always honest and reasonable. This is an exceptional trait and is found in but few men.

In the following year Mr. Huber offered to sell me his interest in the hay carrier business, stating that I had to do all of the work and I could handle it just as well alone. He insisted that I should move to Marion and offered to rent me a room with power to do grinding and drilling, where I could assemble the carriers. He told me that he would continue to help me in the way of advice, as he thought I would be able to help him. He said, "We need you here in Marion, anyway." I accepted his offer and moved to Marion, November 1, 1883. The savings I had accumulated up to that time, including the first five cents mentioned before, gave me a financial start in Marion.

About this time Mr. Henry M. Barnhart had interested Mr. Huber in a new design of steam shovel that he had invented. Mr. Huber had proposed to Mr. Barnhart that he would take out the patent on his steam shovel device for a half interest, a proposition similar to the one he had made me. After preliminary steps had been taken and Mr. Huber had been advised that a patent could be secured, it was decided to have a steam shovel built in the Huber works. This shovel was erected on North Main Street, Marion, just north of the Big Four tracks and south of the old frame machine shop, which has since been destroyed by fire. A pattern maker was needed, and Mr. Huber, being familiar with my ability in that line of work, insisted that I help make patterns for the new shovel and

employ another man to assemble the carriers. This did not interfere seriously with my hay carrier work, as the pattern work was done during the slack season of the carrier trade. I soon became so much interested in assisting Mr. Barnhart and Mr. Huber in the making of their first shovel that Mr. Barnhart prevailed upon me to room and board with him, where we could have a better opportunity to talk during the evenings, as we were both busily engaged at other work during the day. I appreciated this change very much, as Mrs. Barnhart and the balance of the family shared with me the hospitality of their home. Mr. Barnhart's three oldest daughters were in the grammar grades at school and were very eager to assist me in carrying on my hay carrier correspondence. They would write circular letters while Mr. Barnhart and I were talking and planning.

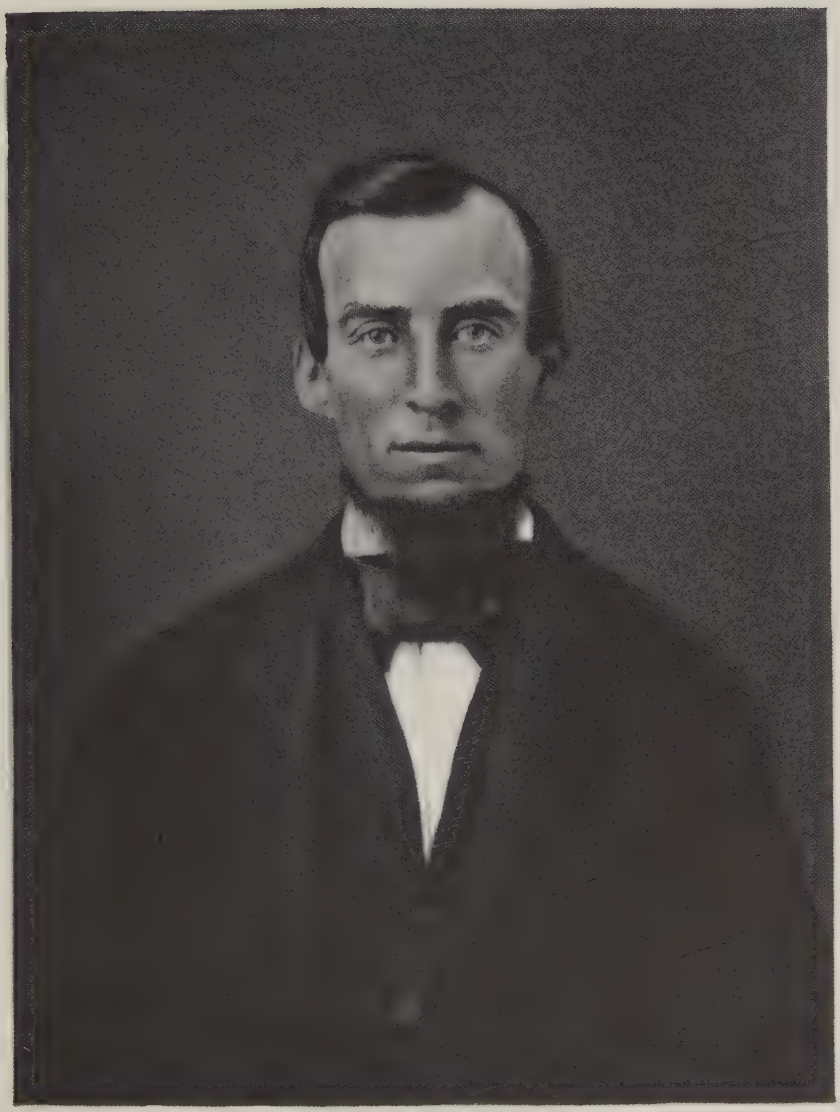
After the first shovel was completed it was sold to the Cincinnati, Jackson, and Mackinaw Railroad, and was put to work in a fine gravel bank near Greenville, Ohio. Mr. Barnhart, being a practical steam shovel runner, took charge of erecting the machine after it had reached its destination, and operated it until he could instruct an engineer. While he was engaged in starting and adjusting this new machine I again turned my attention to the hay carrier trade. My office was not very elaborate, being in the room that Mr. Huber had rented me for assembling the carriers, and was furnished with two boxes, one of which served as a desk and a place for stationery and another did service as a seat. A good many thousand dollars' worth of business was transacted in this crude office, however. After

I got fairly well started, I indulged in the purchase of a real chair and had the pleasure of offering this, my only seat, to Mr. Huber as he made the rounds of his works, for he hardly ever failed to stop and have a chat with me, inquiring as to how I was getting along. I was often of assistance to him in maturing some of his improvements on separators and engines. Our conversation, however, usually drifted to the new shovel that Mr. Barnhart was getting started. During Mr. Barnhart's stay at Greenville he conceived a plan for a device that would unload gravel or ballast from cars by plowing it off. This device, or ballast unloader, as it was called, could be used on ordinary flat cars, guided by stakes in the stake pockets. When Mr. Huber was told of the new plow he proceeded to get out a patent on it and ordered an unloader made according to Mr. Barnhart's plans.

Both the steam shovel and the ballast unloader proved a great success and laid the foundation of what afterward became a great industry, surpassing even Mr. Barnhart's most optimistic dreams. On August 4, 1884, The Marion Steam Shovel Company was incorporated, with a capital stock of fifty thousand dollars, to manufacture Mr. Barnhart's shovels and ballast unloaders. At a stockholder's meeting on August 21, 1884, the company organized by electing the following board of directors: Edward Huber, Henry M. Barnhart, Jacob Keiler, George W. King, and John A. Wolford. Mr. Wolford was a prominent Marion attorney who, being engaged to draw up organization papers, consented to serve for a short time on the board, where he could give us the necessary legal advice.

Stock in the company was subscribed as follows: Mr. Jacob Keiler, being in the lumber and coal business, turned his planing mill over, together with his lumber yard (exclusive of lumber) and office, taking stock for the same. Mr. Barnhart and Mr. Huber turned over their patents on the steam shovel and ballast unloader, taking their value in stock. The hardware firm of Haberman and Wilson put in some cash. Mr. Huber, Mr. Barnhart, and Mr. Keiler added to their holdings by putting in additional cash, and the writer and Mr. Barnhart's friends took as much stock in the new company as they could afford. In the beginning stock did not sell readily. The new enterprise did not meet with much encouragement—in fact it was discouraged by Marion's principal financial men until its success was assured; then they were eager to secure some of the stock, but, fortunately for the company, most of the original stockholders managed to retain their holdings.

Mr. Barnhart attended to most of the correspondence for the new company at his residence during the evenings, the days being occupied at the shops. I well remember Mr. Barnhart and myself going to the old lumber office one evening and making the first desk that the Marion Steam Shovel Company ever owned. Its legs were made of 2-inch by 4-inch pine scantling, and the top of poplar boards. We built it by lantern light, and it was constructed with a single drawer, where we kept our stationery. The Marion Steam Shovel Company at this time had but very little cash, and being in business for myself and having a little pocket money, I bought an oil lamp for the office, paying a dollar and a quarter for it and taking credit for that



amount. I also took credit for my work and then took stock for the same, drawing barely enough for actual living expenses. Mr. Barnhart was also taking credit for his time and only drawing out sufficient for the support of himself and family.

The panic of 1884 seriously affected the new company, and, had it not been for Mr. Huber, who frequently came to its rescue, using his personal credit, I doubt whether The Marion Steam Shovel Company would be in existence to-day. It was during this panic that Mr. Huber, in order to prevent the closing down of the Huber Manufacturing Company's works, arranged to have the Huber Company build two steam shovels for the Marion Steam Shovel Company, employing Mr. B. P. Sweney as foreman during their construction.

On January 20, 1885, one of these shovels was sold to the Florida Railroad and Navigation Company. While Mr. Barnhart was in Florida starting this machine, Mr. Keiler offered to buy my carrier business. I had become so much interested in steam shovel work that I made him a reasonable price, but he said that he could not pay me cash as he had put all of his money into the steam shovel company. Steam shovel stock was not looking very attractive at that time, and I had made money manufacturing carriers, but I felt that there was a great future for shovels, so I agreed to take steam shovel stock in payment for my carrier business. Mr. Barnhart and Mr. Huber were very much elated when they learned that I had disposed of my carrier business

and that I would be able to devote my whole time to the interests of The Marion Steam Shovel Company, for there were yet many difficulties to be overcome.

I well remember a traction shovel being shipped to F. B. Douglas, of Dayton, Ohio, and a machine for digging a ditch to Edward Ryan, of Springfield, Ohio, the latter being put to work near Sabina, Ohio. Mr. Barnhart went to Dayton to start the traction shovel and I went to Sabina to start Mr. Ryan's machine. Mr. Barnhart got his shovel in working order, and Mr. Douglas was just ready to accept it when all at once a weakness developed in the front end of the machine, resulting in its being bent all out of shape. This was quite disappointing and discouraging to Mr. Barnhart. He took the wrecked shovel to a repair shop in Dayton to have it straightened and strengthened, and while this was being done came over to see how I was getting along at Sabina. He found me in trouble also, as many parts had proven to be too weak or improperly designed and the contractor was furious. He practically ordered us to take the machine out. Mr. Barnhart and I went over to the boarding camp to get our supper, and after supper went back to the machine with heavy hearts. We sat down on the trunk of an old fallen elm tree and discussed many different plans for getting out of our trouble, and finally decided that he should go back to Dayton and endeavor to get his machine started again and that I would go to Marion and get out the necessary parts to make the changes which we thought would be advisable. The result was that, after supplying the new parts, we got our machines started and finally accepted. We returned to

Marion then with the very much needed cash which we had received for our respective machines. After The Marion Steam Shovel Company had become pretty well established, Mr. Barnhart would often remark that he would never forget the time when we sat on that old fallen elm tree trying to devise some means to overcome our difficulties. He would remark that he could see The Marion Steam Shovel Company hanging by a very slender thread and that he and I were under it; if the thread had broken all of us would have been crushed.

To relieve Mrs. Barnhart when Mr. Barnhart was called away from home so often, I secured room and board elsewhere, but after Mr. Barnhart found competent men to start the machines and could spend his time in Marion he insisted that I should again make my home with him during the little time that I had to spend in Marion. We would work all day at the shops and spend the evenings discussing plans and doing other office work, often not getting to bed until after midnight.

I spent most of my time from 1885 to 1888 erecting machines in the field and starting them. After breaking in a crew to operate these new machines, I would turn them over to the purchaser and come home and go into the pattern room and shops and make such changes as my experience had taught me would make the machines more efficient. At this time Mr. Barnhart's full attention was required at the office and in the general supervision of the shops.

While traveling I would frequently act in the capacity of salesman. At first I felt timid in approaching the

general managers or presidents of the large railroad companies, as I felt my lack of education very keenly, but I soon found that these men were anxious to learn from a practical man and that they became interested in the information I could give them, even though I was unable to express myself in grammatical terms, and I soon won their confidence and they gave me an order, if they were in the market. Since coming into prominent position with The Marion Steam Shovel Company, I have purchased millions of dollars' worth of equipment, supplies, etc., and have learned the value of a conversation with a practical traveling salesman who thoroughly understands every detail of the articles he represents from his practical experience in their operation.

In the fall of 1885 the company sold a dredge of one-half cubic yard capacity to Mr. N. W. Irish to dig a ditch for draining a lake, located about eleven miles southeast of East St. Louis, at the foot of the Bluffs. Mr. Howard Brenner and Mr. F. H. King assisted me in erecting this dredge. Mr. Irish had secured this contract at twenty-five cents per cubic yard, but was afraid that the work could not be done by a dredge, so agreed to turn over to us the money the dredge earned until he was ready to accept it. Soon after it started, however, he was willing to take the dredge off our hands. The dredge, even in its early crude state, was able to make money for him. After Mr. Irish had accepted the machine, Mr. Brenner and Mr. F. H. King remained with him for a time to operate it. Both of these men are still in the employ of The Marion Steam Shovel Company. Mr. Brenner has

developed into a skilled dredge erector and has erected dredges in almost every state of the Union, besides erecting a number of gold mining dredges of the elevator type in the Klondyke, Siberia, and Russia. Mr. F. H. King, having worked up all along the line, now holds the position of general sales manager.

My brother Frank married and moved to Marion in 1887, after which I made my home with him, but Mr. Barnhart always insisted that I should make frequent calls at his home, where the principal topics discussed were the affairs of the steam shovel company. I sometimes felt guilty of occupying so much of Mr. Barnhart's time that properly belonged to his family, but I was always made to feel welcome, as was evidenced by the splendid meals that Mrs. Barnhart prepared for us. Mr. Edward Huber, Mr. Barnhart, and I would take advantage of every available opportunity to be in each other's company. We never lacked for an interesting subject to talk about, as our natures were very much alike. We would frequently relate our early experiences, which showed mechanical genius and ability to convert the same into commercial value. While other men were eagerly seeking pleasures and pastimes we were discussing business, but our business was the greatest pleasure we could enjoy, hence it was never irksome, and no doubt we were all benefited by our frequent exchange of ideas. Mr. Barnhart and myself, being the younger members of the trio and the active members of The Marion Steam Shovel Company, would eagerly listen to the business and manufacturing counsel of Mr. Edward Huber. I have always claimed that the interests of The Marion Steam Shovel Company

were advanced at least fifteen years because of Mr. Huber's wise counsel and advice. Mr. Barnhart would give us the benefit of his architectural experience. He had a love for natural and architectural beauty and for convenience in office and shop buildings, and, being a good draftsman, he would often show us sketches of his ideas for future buildings, dwellings, and grounds. The writer probably inherits some of these tendencies, and, although moderation was necessary at first, I fully realize that my association with Mr. Barnhart was helpful in giving me the necessary courage to undertake the execution of good plans. The three of us were very active during the early history of the company, and even now, although I am the only one surviving, many of my plans are evolved with a thorough knowledge of the ideas and arguments which Mr. Barnhart and Mr. Huber might have advanced if they had lived. In this way I am still able to profit by the knowledge of the attitudes which these two friends and counselors would take if they were with me. Their influence will undoubtedly have a hand in guiding the company for many years to come. It is often remarked that there is no chance for a young man; but if he has ability, good character, and industrious habits he can always find older men of experience looking for just such men as he, and, after making proper tests, they are ready to give him the benefit of their experience and take him into partnership financially.

No sooner had Mr. Barnhart become fairly well started in building steam shovels than he secured the services of Mr. William Layman and Mr. John Creasap.

Both of these men had worked for Mr. Barnhart in building wooden bridges on the Hocking Valley Railroad, and both were faithful and industrious.

Mr. William Layman, being ingenious with wood working tools, worked with me in the pattern shop, where he soon developed into a skilled pattern maker, finally being given charge of this department. While I was investing my earnings in the stock of the company he would often remark that it was necessary for him to invest all of his savings in rearing his family of five sons and two daughters, who were small and dependent upon him. As the boys grew up he secured positions for them with the company, where they learned their trades. He required the boys to give their pay to him; he would then give back sufficient money for their clothes and other necessary expenses and place the balance in the Building and Loan Association to their credit, thus building up a fund for them. At the time the boys reached their majority they had accumulated sufficient money to buy themselves a lot and then arranged with the Building and Loan Association for a loan for the purchase of lumber and material with which to build themselves houses. Their father, being a good carpenter, erected the buildings, as his health no longer permitted his confinement in the pattern shop. All the sons are now married, living happily in homes of their own, and enjoying their families. They are among the most reliable employes of the company. The daughters selected their life companions among employes of the company. Mr. Layman thoroughly enjoys his large family of children and grandchildren,

who see that he is well cared for. Few men have made investments that return to them any greater happiness and peace of mind.

Mr. John Creasap, being a good carpenter, did the wood work on shovels, wood then being used extensively in their construction. He finally took charge of the wood working department. Mr. Creasap also was very much interested in his family of five sons and two daughters. He secured positions with the company for his sons, and his daughters chose companions among the company's employes. His methods were very much like those of Mr. Layman. The writer remembers distinctly the conversation with Mr. Creasap at the time he secured employment for his youngest boy, when he humorously remarked that he had no more sons to get employment for and that his wife had good steady employment. All of the Creasap boys have proven themselves to be industrious and faithful, four of them holding responsible positions with the company. In our early history we found ourselves short of competent men to erect dredges in the field. Mr. Creasap's shop experience and executive ability qualified him for this class of work, and, although he preferred to remain here in Marion with his family, he advised us, since all of his sons were employed here in the works and since it was necessary for someone to do the outside work, that he would consent to join the dredge erecting force.

In 1896 Mr. Creasap, together with Mr. H. T. King (my cousin) and Mr. Edmund P. Turner (Mr. Frank Keiler's father-in-law), were sent to build three large dredges which the company had contracted to build

Robert T. Holmes

for the purpose of deepening and widening the Dismal Swamp Canal so that it would accommodate larger boats, as well as drain the swamp land. The canal was originally engineered by George Washington for the purpose of securing water connection from the Chesapeake Bay to Albemarle Sound, via Hampton Roads, the James River, Portsmouth, Virginia, and Elizabeth City, North Carolina. The Dismal Swamp is quite prominent in the history of the Civil War, when it was used frequently as a hiding place on account of its inaccessibility. The water is of a rich brown hue caused by the abundance of juniper roots and other vegetable matter. It did not appear as though it were fit to drink, but apparently it had no bad effects on the crew of about fifty men that we employed during the construction of the dredges. We were compelled to board and house these men during this period. The writer made a three weeks' personal visit of inspection at the Dismal Swamp as the work was nearing completion and found, owing to the wild country surrounding, that the men in charge had not provided sufficient money to entirely meet the pay roll. I hired a colored boy, who owned a mule and an old buggy, to take me to Portsmouth. Here I was ferried across the river to Norfolk, Virginia, where I drew $3,700, the necessary amount to complete the pay roll, recrossed the river with my large wallet, and met the colored boy in Old Town, Virginia. He then conveyed me back to the camp, a distance of twenty-seven miles, twenty of which were along a narrow road through a canebrake fifteen or twenty feet high and so dense that a man could hardly penetrate it. I doubt very much if my courage would permit

me to make such a hazardous trip again. It was after midnight when I arrived at the camp, and I went to my bunk, placed the money under my pillow, and finished paying off the men the following morning, feeling greatly relieved upon getting rid of this sum of money in such wild surroundings. During my stay there two of the men volunteered to row me through a branch canal to Lake Drummond, which was used as a reservoir and feeder during the dry season. This was a delightful trip, for the swamp was heavily timbered with cypress trees ranging from four to six feet in diameter at the base, besides containing other varieties of southern swamp timber draped with long swamp moss and mistletoe. The valuable cypress timber growing along the canal had been cut, but the stumps still remained. I never saw so many snakes in all my life, for the distance traveled, as I did on this trip. There were snakes of every variety swimming in every direction in the water. They would weave in and out, occasionally resting themselves on an old log or bush or on a chunk of wood. Every now and then some would become bold and lift their heads above the sides of the boat. They did not molest us, however, and neither did we molest them.

When the boys at the camp had time they shot ducks, for such food was very much appreciated after a season of living on canned and salt meats. One day one of the boys, while hunting in the swamp, shot a wild bull, which was said to be a descendant from a herd of cattle that General Morgan, of the Confederate army, turned into the swamp to keep them from falling into the hands of the Union soldiers, who were giving them

a hard chase. The bull was killed while the writer was in camp, and everyone enjoyed this change in the menu, and although the meat was so tough that we could hardly chew it, it had a good flavor. It might be interesting to some to know that a dried juniper root is lighter than cork, and that a very good razor strop can be made from it. Most of the land of the Dismal Swamp is at the present time reclaimed and under cultivation.

The Marion Steam Shovel Company, through the ability of its engineers, has constructed dredging machinery capable of draining all kinds of swamp land. Millions of acres have thus been reclaimed. When the writer constructed our first dredge in Illinois, he could almost row over entire counties in a boat, the only obstruction being prairie grass, which was sometimes used for prairie hay or burned off to get rid of it. This country was a paradise for duck hunters, as duck, geese, and other water fowl were in abundance. One of the men who worked for us in building the dredge filled his boat with ducks in one forenoon, killing over one hundred of them. Chicago was only eighty miles away and afforded a good market for such game. The surface of the ground was practically level and the water was seldom over two feet deep. At that time the farmers complained of the heavy assessments which the ditch commissioners levied upon them, and wanted to sell out. Prices for the land then ranged from five to eight dollars per acre, but to purchase this same land to-day, since it has been drained, would require from two hundred to two hundred and fifty dollars per acre. The soil is almost inexhaustible and ranges from three

to four feet in depth. It is capable of raising over one hundred bushels of corn per acre year after year, without fertilizing. The soil is underlaid with a very thick and almost impervious stratum of blue clay, which often causes the dredge contractors a great deal of trouble. When we started to build our dredge near Ashkum, Illinois, we had so much water to contend with that it was difficult to do the work, but about the time we had the dredge completed and ready to put to work, dry weather had set in so that we could not get enough water to float the dredge in the pit where we had intended to launch it. A committee, appointed by the Agricultural College at Champaign, Illinois, to investigate the problem of draining the country, notified us that they were coming to inspect the dredge. We pumped enough water from the low spots around to fill the pit and float the dredge, but we were much chagrined, when we undertook to operate the dredge before the committee, to find a weakness in the dipper arm. The weakness did not make a good impression upon the committee, and we were compelled to lay up the dredge until the following spring, when there would be rain. This was very discouraging as well as disappointing, but we started the dredge the following spring in time to have a few miles of the ditch completed and filled up with water before the dry season set in. The water then followed us down the ditch, affording plenty of water to complete it. I was more fortunate in starting a dredge near Montpelier, Indiana. Two prospective customers were standing on the bank watching the working of the dredge, and I was trying to make it impress them. It met with an accident,

however, in which a brake caught and tore off most of the small parts from the boom, which was not as substantially constructed as at present. The men came aboard the boat and informed me that in view of the fact that it would probably take several days for me to get repairs from the shop to enable the machine to work again, it would be impossible for them to wait. I told them if they could wait an hour and a half I would have the dredge running again—and I made good my promise. My experience in making quick temporary repairs in an emergency served me well on this occasion. I had one of the boys ratchet a few holes in the broken castings, and I heated and straightened the bent wrought parts in the boiler furnace and soon had the dredge in operation again. The names of the gentlemen referred to above are J. O. Wright and R. H. Wallace, who formed a partnership and operated under the firm name of Wright and Wallace. The firm was one of our best customers and became very prominent in the construction of the Chicago Drainage Canal. After becoming better acquainted through our many business transactions, they often asked me if I could remember the time when I made such quick repairs to the dredge near Montpelier, and my answer invariably was that I could never forget that embarrassing situation. They often said that my quick repairing was the factor that secured us the deal, and if I had let them go home before making the repairs after the accident I probably would never have heard from them again.

There were millions of acres of fertile swamp land in the vicinity of New Orleans, and the only method for

reclaiming them was similar to that used in Holland for reclaiming lands below sea level. After building dikes around the land the water is pumped out of the enclosure. The first dredges we sold to reclaim this kind of land were to Schmidt and Ziegler, wholesale sugar merchants of New Orleans, who wanted to try the experiment of reclaiming land, thus adding to their large sugar plantation. A little later we sold another dredge to the Mexican government. This dredge was built near San Rafael, Yucatan, and we sent Mr. John Creasap to start it. Unfortunately, on February 12, 1900, when Mr. Creasap had the dredge nearly completed, he went up on the boom to do some work and slipped and fell, alighting in a barge under the boom, and was killed instantly. When the news of his death reached Marion there were many sad hearts, as Mr. Creasap had many warm friends. When the company received the news, they immediately wired Schmidt and Ziegler to dispatch an undertaker to the scene of the accident. The body was well preserved and temporarily buried in a metallic casket by the local undertakers, but it was again interred, upon its return home, in the Marion cemetery. Few men in Marion have ever been accorded more respect and honor than was displayed at the funeral of Mr. John Creasap.

The company has furnished many excavating machines and dredges used in irrigation works in the reclamation of arid lands in Colorado, New Mexico, Arizona, Oklahoma, Texas, Utah, Washington, and many other states, thus providing for a water supply for these lands and making them very productive.

Their soil is very fertile and will produce in abundance many kinds of crops, especially vegetable and root crops, to which it gives a delicious flavor.

Thus it will be seen that The Marion Steam Shovel Company has played an important part in adding to the total area of tillable fertile land, but I might add that this reclamation work has only just begun and there are yet many millions of acres to be reclaimed. The problem that future engineers will have to encounter in this work will involve the securing of plenty of inexpensive power with which to pump water and convey it long distances. But when taking into account the vast amount of power that is continually going to waste in waterfalls, ocean tides, and winds, it is not improbable that future engineers will harness these forces, convert them into electrical energy, and provide a means for storing it. There have been some very remarkable results obtained in the storing of electricity, but as yet the ultimate possibilities have not been reached. The day has not yet arrived when fertile land is sufficiently scarce and valuable to justify such extensive improvements, but the time will come when they all will have careful attention.

After we were able to train other men to set up and operate steam shovels and dredges, I spent most of my time in Marion. I was made superintendent of the works in 1888, my outside experience proving to be a valuable asset. When I was made superintendent, Mr. Barnhart remarked that he would give me the same advice that Colonel Smith gave him when he took charge of the work on the Chicago and Atlantic. The advice was that if I would always keep men in

charge of a job for which they were naturally fitted and would never allow a man to take charge of a job unless he was naturally fitted for it, regardless of the influence of friends—even if such friends were financially interested,—he would assure me of success, but if I would not adhere strictly to this principle I could expect nothing but failure. After years of experience I find that this principle is really a fundamental business law, and I would advise its strict observance by the rising generation.

I had a good memory, and after it was once decided to build a certain machine I would proceed to build it, giving the necessary instructions to the pattern makers and shop foremen, and in case a dredge was being built would get out the bills of lumber and bolts. We had no drawings, except possibly mere outlines, depending upon my memory to retain all of the details. I got along very well for a while when there were but few machines to build, but when the varieties became more numerous and I continued in my efforts to retain the details in my memory, the nervous strain was too great and finally resulted in a nervous breakdown after assuming the additional responsibility of general manager placed upon me at the death of Mr. Barnhart. I had a rugged constitution, however, and it did not give way until 1894, after a hard spell of sickness which confined me to bed for three months. I then asked that extra men be added to our then crude engineering department to make drawings and records of the parts used on the older machines, the details of which I had been carrying in my memory. Two men were put at this task and worked for over two years making

Grant Holmes

drawings and recording the dimensions that I had stored away in my memory, also recording such notes as the shop foremen and workmen had made on slips of paper and notebooks for their own information and convenience. I would never advise this method, but it appeared necessary for The Marion Steam Shovel Company to start out in this way, as we could not afford to employ skilled engineers. We saved a great deal of time by this course, but it is an intense nervous strain and in the end does not give reliable records of the machinery produced. While I was acting in the capacities of mechanical engineer, superintendent, and later general manager, the shovel and dredge business was developing rapidly and my brain was kept working almost day and night in planning and inventing new features to keep our machinery in the lead of the growing trade; consequently I have taken out many patents, besides acting as architect in planning shop and office buildings and keeping the shop supplied with the latest improved designs of tools. We were pioneers, in 1891, in adopting the electric transmission of power, and were again leaders, in 1901, in the use of individual motors directly connected to the various machine tools. We had much difficulty in getting machine tool manufacturers to supply us with tools equipped in this way.

I was ably assisted by Mr. Grant Holmes, who started to work for the company in 1885 as a machinist, having learned his trade with the Huber Company. His father and brothers were all natural mechanics, as well as Mr. Holmes, who could make almost anything that we could give him. He soon was made assistant-

foreman. He could grasp and execute a mechanical idea very quickly, and was of much assistance to the writer in our early history, when we were doing a great deal of our work without drawings. He was well liked by all of his men, for he is good-natured and has a knack of getting good work from them. He left the employ of the company in 1893 to go into partnership with his brother, Robert T., who had previously established himself in business at Danville, Illinois. Owing to his mechanical genius and honorable character, I have always had a keen interest in his welfare. He devoted a great deal of his attention to mining appliances and has invented a number of very useful pieces of mining machinery. Much of the coal deposit around Danville is not covered with strata of rock of sufficient thickness to permit of shaft mining. There have been several attempts made to uncover this coal by means of scrapers and excavators, but the machines used were very impractical, and not until The Marion Steam Shovel Company built a machine to accomplish this work has coal from this type of mine been taken out successfully. Mr. Holmes had repeatedly called the company's attention to the needs of this field, and when the company undertook to design a machine for stripping coal Mr. Holmes was of much assistance, for not only did he give us the use of his experience in the coal fields, but also the benefit of his mechanical genius. Thus we perfected a machine that is destined to revolutionize coal mining methods where coal veins do not lie more than fifty feet below the surface of the ground. This new method of mining enables all of the coal to be mined without the hazardous risks of life and limb.

Mr. Holmes is at present individually interested in a number of coal companies doing this kind of mining, besides being interested in mines with his brothers. Mr. Grant Holmes's experience with this class of mining machinery makes him a valuable expert in introducing this new method of mining.

Mr. Robert T. Holmes had gone to Danville, Illinois, and established himself in business there before I made my home in Marion. When I went to work for The Marion Steam Shovel Company, making patterns for their first shovels, I did the work in the pattern room of the Huber Manufacturing Company's plant, where I discovered, stored away in a case, a very ingenious device that Robert Holmes had made for Mr. Huber to calculate and lay off slide valves for steam engines. This device was of much assistance to me in designing and laying off the valves used on the first engines built by The Marion Steam Shovel Company. While at work in and around the Huber shops I was continually brought into contact with a number of ingenious appliances that were said to have been made by Robert Holmes. He was frequently referred to by both Mr. Huber and Mr. Barnhart, and I soon learned that Mr. Robert T. Holmes was a highly respected friend and counselor of both of these gentlemen. Mr. Holmes was a good business man, as well as a mechanical genius and a natural salesman. Men of similar natures always love to be in each other's company, and the above named men had a strong natural affinity for each other. This is an instinct that cannot be explained or understood by individuals of widely different natures or widely different occupations.

Robert Thomas Holmes was born at Sandusky, Ohio, December 24, 1857, and moved to Galion with his parents the following year. He also came to Marion with his parents when they located here, where his father formed a copartnership with Mr. F. P. Seffner and moved his shops from Galion to Marion; thus Marion secured her first machine shop. After the death of William H. Holmes, the father of Robert Holmes, Robert arranged with his father's surviving partner to learn the machinist's trade in the Holmes and Seffner shops, but before he had finished learning his trade the plant of Holmes and Seffner was taken over by the Huber Manufacturing Company—at the time of its organization in 1874,—the result being that Robert finished learning his trade with the new company. Owing to his industrious habits, skill, and natural mechanical genius, young Holmes, or Bob, as he was called by his companions, was soon selected by Mr. Huber to perform the more difficult tasks requiring all of these qualifications.

In 1880 Bob was sent into Indiana and Illinois to make some changes on steam farm engines that had been put out by the company, to add an improved part that Mr. Huber wished to have his customers receive the benefit of. Bob's keen business sense was quick to observe the great possibilities for the sale of the Huber Company's products in the expansive oats fields of Indiana and Illinois. When he returned home he arranged with the Huber Company to take the agency for the sale of their products in the above named territory. In 1881 Mr. Holmes sold over one-fourth of the entire output of the Huber Company in

this field. On moving to Danville, Robert Holmes formed a copartnership with Mr. P. T. Baker and operated under the firm name of Baker and Holmes, dealing in farm implements and machinery. This partnership continued twelve years, doing a very successful business. When Mr. Baker retired from the firm a partnership was formed by Robert Holmes with his brother Grant, styled Robert Holmes and Brother, which continued until 1905, when the firm was incorporated under the name of Robert Holmes and Brothers, Incorporated.

It was unfortunate for Marion to lose Mr. Wm. H. Holmes so soon after he had established his machine shop here before the name of Holmes had gained for itself in Marion the reputation that it was so justly entitled to. William H. Holmes's sons, however, have established the Holmes name in Danville very prominently, as the citizens of Danville and locality soon discovered that the Holmes brothers were all machinists as well as mechanical geniuses, and could repair and make almost anything in their shops. These shops grew rapidly, due to the ability of the Holmes brothers as machinists, engineers, boilermakers, and sheet metal workers. They are also agents for a full line of machinery not manufactured by themselves, such as stationary engines, air compressors, mill and mine supplies, threshers' supplies, steam pumps, electric motors and dynamos, and vehicles of all kinds, including automobiles.

Robert Holmes is president of Robert Holmes and Brothers, Incorporated, and the Holmes and LeNeve Implement and Hardware Company; vice-president

of the Vermillion County Building and Loan Association; and has large interests in the following mining companies: Silver Island Coal and Clay Company, Beech Flats Coal Company, and Two Rivers Coal Company.

Robert T. Holmes married in 1884, Miss Edith Prickett, a daughter of Oratio Prickett, of Danville, Illinois. They have two sons, William Grant and Forrest R.

After the death of William H. Holmes, Robert T. acted as a father for his younger brothers. Grant, after learning the machinist's trade at the Huber works, secured employment with The Marion Steam Shovel Company and remained with it for a number of years, when in 1893, he too removed to Danville, forming a partnership with his brother Robert. After moving to Danville, Grant Holmes married Miss Jessie Henrietta Porter, a daughter of Henry Porter, of Marion, Ohio. They are the parents of one son, John Kenneth. The sons of both Robert and Grant are following in their fathers' footsteps and are at work in the Holmes plant.

Sherman, the youngest of the Holmes brothers, learned his trade with The Marion Steam Shovel Company soon after this company was organized, where he had charge of the machine room for a time. A little later the Merowyne Gold Mining Company purchased a steam shovel to work in their gold mines at Albina, Dutch Guiana, South America. Mr. Holmes, being familiar with the shovel, was employed by them, where he remained for six years. In 1895 he returned to Danville, where he became a member of

the firm of Robert Holmes and Brothers, Incorporated. After returning to Danville he married Miss Amelia Yeager, a daughter of Magnus Yeager, of Danville.

William Henry Holmes, the father of the Holmes brothers, occupies an important place in the history of Marion's industries. He was born June 8, 1833, at Newcastle, Delaware, and learned the machinist's trade at a locomotive works in Paterson, New Jersey, investing his first earnings in a shotgun, a purchase strongly opposed by both his father and mother. Later he moved with his parents to Mt. Vernon, Ohio, taking his shotgun with him, and went to work for the C. and G. Cooper Company. He married while living in Mt. Vernon, and immediately after his marriage moved to Sandusky, Ohio, where he went to work for the Klotz and Kromer Company, who were builders of marine engines. There he put his shotgun into commercial use. He would get up at three o'clock in the morning and row across Sandusky Bay to Cedar Point and shoot ducks. In the evening, after his day's work in the shops, he would again shoot ducks. He found a ready market for this game in Sandusky and was able to save, in this way, enough money to start a small machine shop at Galion, Ohio, in 1858. His little shop grew until he was able to build engines, sawmills, and many other appliances, and in 1868 he formed a copartnership with Mr. F. P. Seffner, of Marion, and moved his shop from Galion to Marion, operating it under the firm name of Holmes and Seffner. This plant consisted of machine shop, boiler shop, foundry, forge shop, and wood working department, it being the first machine shop in Marion. This

shop should be credited to the genius and energy of Mr. William H. Holmes and to his shotgun, which, by the way, is still kept in the Holmes family as a highly prized relic.

I well remember when given an occasional opportunity to go to Marion, over dirt roads that were at times almost impassable, that the first thing I did was to buy a few cents' worth of gingerbread with the money I had laid away for the occasion, then visit the railroads, where I could occasionally see a locomotive, and finally visit the Holmes and Seffner machine shop. I was intensely interested in the shop and would always take a peep at the engine Mr. Holmes had built to run it. This engine was highly polished and ornamented with polished brass, the style being much in vogue at that time. The engine room was neatly decorated with mechanical pictures. How I envied the young man who had been fortunate enough to secure the position of attending the engine. The shop gave me inspiration along mechanical lines, and from conversations I have had with Mr. Huber and Mr. Barnhart I believe they too were influenced. The engine that I had admired so much was finally purchased by Mr. Barnhart to furnish power for his sawmill and planing mill, which was destroyed by fire. It was unfortunate that Mr. Holmes did not live long after getting his machine shop started, and the new firm that he had started felt the loss of their mechanical head very keenly. The Holmes and Seffner shops were purchased by the Huber Manufacturing Company at the time of its organization in 1874. William H. Holmes died in Marion, Ohio, December 18, 1871.

Sherman H. Ahues

Mr. Frank H. King, who was born May 8, 1862, at the old homestead at King's Mills, began working for the company by assisting me in building a ½-yard dredge near East St. Louis in 1885. After this dredge was completed he continued in the service of the company as a dredge and steam shovel erector and expert. During this period he erected a great many machines and at the same time secured a broad experience in the shops. It soon became apparent, however, that his greatest value to the company was as a salesman, for he had secured the field and shop training and had, besides, a natural talent for selling. He acted as traveling salesman for the company until 1900, when he was given the position of assistant-sales manager. At present he occupies the position of general sales manager. Mr. King was unusually successful as a salesman, and in his present position he has been the means of furthering the sales of the company until its products have been introduced into all parts of the world. To him the credit is largely due for introducing Marion excavating machinery into the iron mines of Minnesota, the phosphate fields of the south, the copper mines of the west, the wet and swampy lands of the central and southern states, and the coal mines of the central west. He is ably assisted by his son, Arthur F., who is now serving in the capacity of advertising manager.

In this connection it might be well to pause for a moment to consider just how great a factor Marion excavating machinery has been in the country's development. In the first place, Marion steam shovels have been the means of extending the railroads and

transportation to a large extent. Marion dredges are responsible for draining vast tracts of swamp land, transforming them into the most productive and fertile regions of the United States. Marion steam shovels and dredges were great factors in irrigating the arid lands of the west, thus placing them upon the road to expansion and productiveness. Marion dredges deepened and widened the country's canals and harbors, thus advancing water transportation; Marion steam shovels were big factors in reducing the cost of iron and steel, by lowering the cost of mining ore in Minnesota; Marion steam shovels were leaders in enabling the people of the central west to mine their vast tracts of surface coal, thus providing a cheap and good coal where prices formerly were very high; Marion gold dredges have been great factors in increasing the world's supply of gold; Marion steam shovels were important and conspicuous factors in digging the Panama Canal; Marion steam shovels have been great factors in mining copper in the west—in fact, there have been few movements of these kinds in the last thirty years that have not been furthered to a great extent by the use of Marion excavating machinery.

Mr. George A. Cheney began work for the Marion Steam Shovel Company by taking charge of its exhibits at the World's Fair at Chicago in 1893. Work on the Chicago Drainage Canal was begun about this same time and Mr. Cheney, being a practical steam shovel engineer, remained in Chicago a greater part of the time until 1895, when the canal was completed, looking after the company's interests and making sales. After the canal was finished he was used as a traveling

salesman, and his familiarity with engineering requirements made him very valuable in that capacity. He now holds the position of assistant-sales manager, and, because of his good judgment and his careful and honest business methods, he has proven to be a valuable man for the company. To him also is due much credit for introducing Marion excavating machinery into all quarters of the globe.

Mr. George W. Barnhart was The Marion Steam Shovel Company's pioneer representative on the Pacific coast. He was the youngest son of my Grandfather Barnhart, only a little older than myself, and, being a near neighbor as well, many of our boyhood days were spent together. In our play we often made small wagons and other toys, for in that day such things were not as available to children as they are now. We also often constructed miniature machinery from such material as we could work. When we were boys we were constantly hearing older people relate stories of the experiences and hardships of the early adventurers who went to California in quest of gold in 1849 and the fifties, and these seemed to interest Mr. Barnhart considerably. He frequently expressed his desire to see the west and its gold mines, and to experience the mild climate of California.

Some two years after his father's death, or when he was about nineteen years old, he left the old homestead, as many other boys were doing at that time, to seek his fortunes in the west. I well remember driving him to Marion, where, with a heavy heart, I bade him goodby as he boarded the train for his westward journey. I did not know if we would ever see each other again.

I next heard from him from Topeka, Kansas, where he remained for several months, for, of course, he depended on his own resources and was compelled to make several long stops en route in order to earn enough money to keep himself. But he kept pushing farther and farther west, at many times undergoing severe hardships. At one time, when he and another man were crossing a mountain range, they became nearly exhausted from thirst. Finally his companion had reached such a stage of exhaustion that he could go no farther. Mr. Barnhart continued on, however, and at last came to an oasis. After quenching his own thirst, he carried some water back to his exhausted partner who revived and was then able to complete the journey. About this time we became very anxious as to his whereabouts and welfare.

We did not hear from him again until he had reached San Francisco. Soon after he arrived in San Francisco he secured employment with A. L. Bancroft and Company, the largest firm of publishers and dealers in books and stationery on the coast at that time. As he was ambitious and industrious, and as he had a fair country school education, he was soon after given charge of sales in their law book department. There he was brought into contact with some of the most influential people on the coast.

It was in this position that Mr. Henry M. Barnhart found him during a visit to San Francisco a few years before his death. Henry M. was quick to recognize in George W. a natural salesman's ability, and, knowing his mechanical tendencies—for they had worked to-

gether from time to time on his father's farm,—he arranged with him to represent our Company on the Pacific coast. Shortly after this George W. came east to visit his old homestead and his many boyhood friends. Twenty years had elapsed since I bade him goodby at the train when he started west.

Since 1888 he has had charge of our branch office at San Francisco. His early interest in the gold mines in the west developed him into a valuable assistant to us in the designing and marketing of our placer mining dredges, and his ability as a salesman, together with his honesty and aggressiveness, has enabled him to place and keep our Company in the lead with the western trade.

Mr. Leo Stuber began work with The Marion Steam Shovel Company as a blacksmith in 1887 in the forge shop. He came to Marion from Galion, Ohio, where he had been employed in the railroad shops. He had worked at his trade in a number of railroad shops in various parts of the country. He is an expert in his line and has always been able to make anything in the forging line for us, showing much skill, both in his work and in his supervision of the forge department, where he has been in charge for many years. On September 25, 1883, he married Miss Abbie Miller, daughter of Joseph E. Miller, of Galion, Ohio. Eight children were born of this union, five sons and three daughters: Mary Catherine, Theodore, Robert, Carl C., Edward R., Paul D., Joseph T., Loretta, and Madeline R. Mr. Stuber has given a great deal of attention and pains to the education of his five sons and three daughters. Theodore R., after completing his course in the Marion

schools, entered St. Gregory's Preparatory School at Cincinnati, and after finishing a five years' course of study there, entered the Propoganda College at Rome, where he qualified for the priesthood and received the degrees of doctor of philosophy and doctor of divinity.

After all the details of the patents of Henry M. Barnhart had been worked out, strengthened, adjusted, and tested in actual service, the shovels, dredges, and ballast unloaders built under the Barnhart patents marked a new epoch in the building of excavating machinery. The Marion Steam Shovel Company built these machines in all sizes, and other manufacturers copied the principles as nearly as they could without direct infringements. In digging the Drainage Canal in Chicago, 1893-5, every kind of excavator that was ever designed was placed in use, and, owing to the immensity of the undertaking and to the hard material encountered, all manufacturers of excavating machinery were compelled to enlarge, improve, and redesign their machinery. It was a period of rapid advancement. Many different designs were introduced, but very quickly gave way to something better, and the struggle for superiority among manufacturers did not cease upon the completion of the Drainage Canal but was carried to the hematite iron mines of Minnesota. I well remember having a shovel dismantled and hauled across the country for a distance of sixty miles on wagons and erected near Bywabic, Minnesota, in 1893, to demonstrate the feasibility of stripping and mining iron ore with steam shovels. Our competitors soon followed, and the rivalry continued among shovel manufacturers, but the Barnhart fundamental prin-

ciples were not departed from until 1899. The iron mines were extensive, and, having unlimited means, were ready to expend any amount of money for machinery that would successfully remove over-burden and mine the ore. Both of these materials were extremely hard and called forth the best efforts in shovel builders. In 1906 shovels were produced that made the digging of the Panama Canal possible, and the writer, after viewing the gigantic undertaking in January, 1913, is proud to say that The Marion Steam Shovel Company should have due credit for the part it has taken in making this mammoth project possible.

It has been the policy of The Marion Steam Shovel Company to give employment to such men as make good citizens, avoiding men of intemperate and dissipated habits. We have encouraged men to build or buy their own homes, and in dull times have given preference to such men. We have often operated the plant when it might have been more profitable to close down, but by running even on short time these men could pay the interest on their indebtedness, whereas the closing down of the plant would have caused them to lose their homes. A great many of our older men realize what this has meant to them and are staunch friends of the company. Such men make loyal employes and good citizens of the city, as they are taxpayers and have an interest in the city's welfare. It would be safe to say that sixty or seventy-five per cent of our regular employes own their own homes. Marion is unique in this respect, for I am sure there is not another city in the state, or even in the United States, where so large a percentage of the workingmen own

their own homes. Since this custom has been established, it has become hereditary, as most of the young men do not feel as though they are prepared to enter matrimony until they have purchased and paid for a lot and arranged with some building and loan association for funds with which to build a home. Such a course gives a young man an opportunity to start married life in his own home and give his life's companion an opportunity to help in paying for it, and enables them to get greater enjoyment out of their new home, knowing that they are paying for it together. One of the greatest enjoyments that the officers of this company have is in seeing the children of its employes, cleanly and neatly attired, going to the different Sunday Schools of the different denominations, or seeing its employes with their families out on the streets walking or driving, or enjoying their homes with their families. We feel that we have a just reason for being proud of the children of our employes, for many of them have won for themselves distinction in almost every known trade and profession. We take no interest in a man who does not use his earnings and his best endeavors in taking care of his family. It has been the desire of this company, as far as possible, to operate the plant as a large and well organized family, each working for the other's interests, and I predict that as long as this custom is maintained all parties will prosper.

DIRECTORS AND OFFICERS OF THE MARION STEAM SHOVEL COMPANY

Mr. Henry M. Barnhart was elected a director August 21, 1884. He also served in the following

Jacob. Keiler

capacities: secretary, August 21, 1884, to January 8, 1889; superintendent, January 4, 1886, to January 5, 1888; vice-president and general manager, August 21, 1884, until his death, September 25, 1890. Mr. Barnhart was a most remarkable man. He was not only a natural born mechanical genius with a strong inventive tendency, but also had that aggressive and executive mind without which no permanent success is possible. Throughout his lifetime he was beset with trials and adversities, yet he remained true to his ideals, and the writer often marvels at the tenacious manner in which he worked and thought and at the success he achieved in the face of so many difficulties. He died not quite six years after the company's incorporation, but from the foundation that he was so instrumental in laying has been evolved an institution in which he would have realized his fondest ambition. He was a great lover of architecture and landscape gardening, and had he lived a few years longer Marion would have witnessed further results of his artistic tendencies along this line. Nevertheless, his influence in this direction will be apparent in Marion for many generations to come. Mr. Barnhart died rather suddenly after a brief illness. The people of Marion will long remember and honor him for the lasting work he did for his city and his country in general.

Mr. Edward Huber was elected a director August 21, 1884, and was elected the company's president on the same date. He showed much interest in the work and served the company faithfully in both of the above capacities until the time of his death, which occurred August 26, 1904. He died very suddenly, and never

in the history of Marion did the community sustain a greater loss. The writer will never forget the debt of gratitude that he owes Mr. Huber, and I do not think that the city of Marion will ever forget this energetic, just, and noble man, who was in reality the father of Marion's manufacturing industries, for he figured quite prominently in the organization of most of them. His integrity would never allow him to countenance anything but honest and just treatment to stockholders and employes of any company in which he had an interest. I do not think there is anyone better able to judge the honorable business career of this man than the writer, as I held stock in most of the corporations and organizations in which Mr. Huber was interested and was director in many of them; and I predict that the influence of his business principles will be felt in Marion for many generations to come, as they will be handed down from one generation to another. He indeed inaugurated lasting business methods that will be continue to be observed in Marion when future generations will have forgotten the man and will only know him in history. If all corporations had been conducted as honorably as the ones with which Mr. Huber was prominently identified, the public attitude toward corporations at the present time would be quite different.

Mr. Jacob Keiler was elected a member of the board of directors August 21, 1884, and was elected treasurer on the same date, serving in that capacity until January 4, 1886. He was elected superintendent August 21, 1884, filling the position until January 4, 1886. He continued on the board of directors, however, until

his death. He was a man of few words, and would listen while other members were debating, but they would always wait to hear from him, his judgment invariably being good.

Mr. Keiler was born in Berks county, Pennsylvania, January 1, 1832, leaving that vicinity for Marshall county, Iowa, at the age of twenty-five. There he enlisted in 1861 in Company H, Twelfth regiment, Iowa volunteer infantry, serving all through the war. He was captured and kept for two months in Andersonville prison and for two months in prison at Florence, South Carolina. His health was never very good after his prison confinement. After four years of severe army service he received his honorable discharge and returned to Catawissa, Pennsylvania, where he married Miss Catherine Harder and then moved to Delaware, Ohio. One son and one daughter were born of this union, Frank S. and Grace. In Delaware he purchased an interest in a flour mill, but a little later he disposed of his interests there and came to Marion, where he engaged in the lumber business. He started his first yard on the north side of Center Street on a plot of ground between State and High streets, bounded on the north by the Big Four Railroad. For many years, when pine and other soft woods were being introduced into Marion, he controlled the entire soft wood lumber trade of this section.

After the death of his first wife Mr. Keiler married (June 6, 1881) Mrs. Martha T. Elliott, widow of James S. Elliott. Mrs. Elliott also had two children, James L. and Charles H. Owing to the amiable dispo-

sitions of Mr. and Mrs. Keiler and their children, who were yet young, all lived happily together as one family at the Keiler home.

In 1882 Mr. Keiler sold the land upon which his lumber yard on East Center Street was located and purchased a triangular tract of land west of the Hocking Valley Railroad between Center Street and the Big Four Railroad, running west to Kenton Avenue. There he established a planing mill and lumber yard. He operated this lumber yard and planing mill until 1884, when he turned it over to The Marion Steam Shovel Company at the time he identified himself with the company.

Mr. Keiler built a beautiful home on East Center Street, but he died before he really had time to enjoy it. As mentioned above, he had never enjoyed good health after his prison confinement during the Civil War. After a prolonged illness he died on February 15, 1890. Because of his honorable character he had the most profound respect of all who knew him.

Mr. John A. Wolford was elected a member of the board of directors August 21, 1884, and served in that capacity until January 4, 1886. He also acted as the company's legal counsel. Mr. Wolford was a close personal friend of Henry M. Barnhart during the time he lived in Marion. He was also a most able and progressive attorney and rendered both Mr. Barnhart and The Marion Steam Shovel Company invaluable advice and assistance during the early history of the company.

Mr. Wolford was born in Green Camp township, Marion county, Ohio, March 15, 1853, spending his

boyhood days on the farm, where he earned sufficient money to enter Hillsdale College, Hillsdale, Michigan, at the age of eighteen. After completing his collegiate course in 1877 he continued his legal studies with John F. McNeal, Marion, Ohio, and later was taken into partnership with him. The early experience of Mr. Wolford gave him a remarkable insight into human nature and proved of great value to him in after life. He was honorable and industrious, never neglecting any business that had been entrusted to him. Courteous and pleasant to all persons coming into contact with him, he made many friends.

At the age of twenty-four he was united in marriage with Miss Mary A. Johnson, of Monroe county, Michigan. One daughter, Harriet May, was born of this union. She married Mr. Harvey T. Gracely. In 1896 Mr. Wolford formed a partnership with Daniel R. Crissinger and continued to serve as the company's legal counsel until his death, October 30, 1898. His last legal work was done in the interest of the company. He will long be remembered by the citizens of Marion for his many sterling qualities.

Mr. Daniel R. Crissinger served as the company's legal counsel after Mr. Wolford's death. Mr. Crissinger was born in Tully township, Marion county, Ohio, December 10, 1860, and was reared at Caledonia, Ohio, where he spent his boyhood days, gaining farm experience on his father's farm just outside the village. After graduating from the Caledonia high school he entered Buchtel College at Akron, Ohio, and upon completing his studies there he attended the Cincinnati Law School. At the conclusion of his law school course

in 1886 he was taken into partnership by Mr. W. Z. Davis, a prominent attorney of Marion. Mr. Davis was noted for being well read in law, and a few years after forming his association with Mr. Crissinger he was honored by being elected judge in the supreme court of Ohio. Mr. Crissinger married, in 1888, Miss Ella F. Scranton, of Concord, Michigan. One daughter, Donna Ruth, was born of the union.

After Mr. Wolford's death Mr. Crissinger attended to the company's legal business alone for a period of two years, when he took into partnership with him Mr. Fred E. Guthery, who had finished his legal education at the Cincinnati Law School. More recently Mr. Malcom J. Strelitz, after graduating from Cornell University at Ithaca, New York, and finishing his legal education at the University of Pittsburg, was taken into the firm, which is at present known as Crissinger, Guthery, and Strelitz. Much of Mr. Crissinger's time is occupied in looking after The Marion Steam Shovel Company's legal business, which extends to all parts of the world. The company has sent Mr. Crissinger in person into nearly every state of the Union, as well as into Canada, Alaska, and the Klondyke, to get necessary information and to give our legal business careful attention. He has shown himself amply capable of successfully handling this business to the entire satisfaction of the company. He was twice elected prosecuting attorney and three times city solicitor of Marion. In addition to his legal business, he holds the position of president of the City National Bank of Marion. He takes great pleasure in his three stock farms near the city, where he is raising

fine cattle, making a specialty of baby beef for the Christmas market. He is deeply interested in the welfare and progress of the city of Marion, and his advice is much sought after.

Mr. Harvey Wilson was elected a member of the board of directors January 4, 1886, and served until the time of his death, December 29, 1908. He served as vice-president from January 6, 1891, to January 7, 1895.

Mr. Wilson was born January 12, 1843, in Muskingum county, and reared on a farm near Waldo, Ohio. On June 3, 1861, he enlisted in Company H, fourth regiment, Ohio volunteer infantry. He was a good soldier and participated in many hard-fought battles, including Chancellorsville, Gettysburg, Mine Run, the Wilderness, Po River, Spotsylvania Court House, and Cold Harbor, and numerous others in which his company was engaged. It was his good fortune to go through the war without being taken prisoner, but he was wounded in his right shoulder (November 28, 1863, in the Battle of Mine Run). After receiving his honorable discharge at Columbus, Ohio, June 22, 1864, he operated the farm at the old Wilson homestead near Waldo, Ohio.

On December 11, 1864, he married Miss Elizabeth A. Patten, who also lived near Waldo. Two daughters and one son were born to them: Stella B., Ava C., and Earl R. Stella B. married Martin Dumble and has one son, Wilson R. Ava C. married Henry B. Hane, a son of John J. Hane, and they are the parents of two sons, John J. and Henry W.

In 1879 Mr. Wilson removed from the farm to Marion and turned his attention to the hardware business. Owing to his rural experience he was very familiar with agricultural implements and all other articles needed by the farmer, and, being a natural salesman as well as a good business man, he soon became one of Marion's most successful hardware merchants. Owing to his extensive business operations and good judgment, he rendered The Marion Steam Shovel Company much valuable service in giving it the benefit of his varied experiences. He reached middle life before having any relaxation or vacation from active service. In August, 1890, Mr. Barnhart made a business trip to Port Huron, Michigan. He informed Mr. Wilson and the writer that he was going to have his wife accompany him and requested us to bring our wives up to Star Island, Michigan, where he and his wife could join us on their return from Port Huron. We could then have a few days' fishing at the St. Clair Flats. Mr. Barnhart remarked that we had always been very busy and had never spared the time for recreation or vacations, so we all agreed to his plan and accordingly Mr. and Mrs. Wilson, Mrs. King, and I met Mr. and Mrs. Barnhart at Star Island on their return from Port Huron, where Mr. Barnhart had sold two steam shovels. We all enjoyed ourselves very much on this our first fishing vacation. We men had some success fishing from rowboats, but this proved a little too slow for us, so we chartered a small steam launch, which took us to better fishing grounds, where our wives as well as ourselves could enjoy the sport of fishing. We were

Harry Wilson

quite successful catching fish, and expressed a barrel home to be distributed among the employes of the steam shovel company sufficient to give all of them a splendid mess of fish, their number not being so great at that time. This fishing trip proved to be the last one enjoyed by Mr. Barnhart, although the writer has been permitted to make several such excursions in the agreeable company of Mr. Wilson. Mr. Wilson was very fond of fishing, and after he became less active in business he gratified his love for the sport and developed into an expert angler.

He was a faithful member of the board of directors and took much interest in the company's welfare as long as he lived, although his health had been failing for over three years before his death. He died suddenly at Pasadena, California, where he and his wife were spending the winter. His body was brought home for interment in the Marion cemetery. A host of loyal business and social friends have felt his loss most keenly. He was survived by a wife, one daughter, one son, and three grandchildren.

Mr. J. L. Elliott, a stepson of Mr. Jacob Keiler, was made treasurer January 4, 1886, secretary January 8, 1889, and finally elected a member of the board of directors January 9, 1899. He began in 1885 by looking after my hay carrier correspondence when I was out of the city, also taking care of the company's books when they required more attention than Mr. Barnhart could give them, dividing his time between my correspondence and the company's books. It soon became apparent, however, that the company would require his

whole time. He was very accurate, and kept a neat set of books. Mr. Elliott left the employ of the company and went into business for himself in 1891.

Mr. B. P. Sweney was elected a director December 8, 1890, and made superintendent January 6, 1891, serving in that capacity until January 11, 1910, when he was made general superintendent. He is still a member of the board of directors and holds the position of general superintendent.

Mr. Sweney was born at the old Busby homestead, Marion, Ohio, September 19, 1855. He married Miss Ella Mohr, January 10, 1883. Two sons and two daughters were born of this union: Cleo B., R. Emil, Wenona B., and Kenneth F. Both sons hold responsible positions with this company. R. Emil, the oldest son, is at the head of the cost department. Cleo B. married Mr. George A. Clark. R. Emil married Miss Zelda Ramer and has one daughter. Wenona B., Mr. Sweney's younger daughter, died in her eighteenth year.

Mr. Sweney started with the company in 1884, acting as foreman on shovels built at the Huber works, where he learned the machinist's trade. On account of his rare executive ability he has been a valuable man for the company ever since. He acted as foreman when The Marion Steam Shovel Company started its shops west of the Hocking Valley Railroad on West Center Street in the little frame building that had been used by Mr. Keiler as a planing mill. Mr. Sweney requires everything kept neat and clean and in its place, and he has a remarkably clean character, having no use for intoxicating liquors, tobacco, or profane language. The effect of his example and his influence

is quite noticeable among the employes of The Marion Steam Shovel Company, of whom Marion has a right to be proud.

Mr. T. H. B. Beale was made secretary January 6, 1891, and served until January 8, 1894. He came to the company from the Erie Railroad and had many friends.

Mr. A. E. Cheney was elected a director January 4, 1892, and made secretary and sales manager January 7, 1895, holding these offices until 1910. He began with the company as a steam shovel runner and later was used as a traveling salesman. He was a good correspondent, shrewd and industrious, and for many years served the company well.

On January 7, 1895, the Marion Steam Shovel Company changed the number of its board of directors from five to seven. Mr. John J. Hane, one of Marion's prominent bankers, was elected a director January 7, 1895, and served until the time of his death, March 23, 1898.

John J. Hane was born September 18, 1836, in New Berlin, Stark county, Ohio, and was educated at the Duff Commercial College of Pittsburg, Pennsylvania. He came to Marion in 1857 to take a position as bookkeeper in the Bank of Marion, Colonel Conklin being president.

On May 9, 1861, he married Miss Matilda Montgomery, of Mt. Gilead, Ohio. His wife died shortly afterward, and a daughter, their only child, lived to be but eight years of age. Mr. Hane was an industrious and skilled bookkeeper and had been recommended by the professor of the college to Colonel Conklin as

being a young man possessed of the qualifications for which the latter was seeking. I have often heard Mr. Hane remark that shortly after he started in the bank Colonel Conklin's instructions to him were that if he expected to be a successful banker he should learn to keep his eyes and ears wide open constantly and his mouth tight shut. It is quite evident that Mr. Hane benefited by the instructions, as he developed into a most successful banker, enjoying the full confidence of all who knew him and satisfying both the owners and patrons of the bank. The Bank of Marion was succeeded by the Farmers' Bank, which in turn was succeeded by the Farmers and Mechanics' Bank. Mr. Hane increased his holdings from time to time until he was the principal owner of the bank. He was very honorable, as well as a shrewd financier, and rendered the Marion Steam Shovel Company much valuable assistance during the panic of 1893-7. His high standing in financial circles made his word very reliable, and he could at any time arrange for money if it was at all possible to secure it. Often during this period after one pay day we could not see how it would be possible to provide for another pay, but Mr. Hane always managed to get together the required cash. We worked short days of eight hours and short weeks of four days. The men often complained that they could not make any money working in that way. We would inform them that we were not making it either, but that by following this method they could manage to live if they would observe economy, and in addition could keep paying the interest on the indebtedness on their homes. There are a number of workmen in

Marion to-day, enjoying their own homes, who would have lost them had a different policy been pursued. The Marion National Bank, which succeeded the Farmers and Mechanics' Bank, was organized shortly after Mr. Hane's death. Most of the stockholders in the old bank transferred their interests to the new. The Marion National Bank is still prospering under the able leadership of its present president, Mr. John E. Waddell.

Mr. Hane was married, June 14, 1865, to Miss Melissa A. Bell. Six children were born to them, four daughters and two sons: Henry B., Florence A., Alice M., Mary John, Eleanor B., and Walter E.

Mr. Frank A. Huber, the only son of Edward Huber, was made treasurer on entering the employ of the company, January 6, 1891. He was elected a director January 7, 1895, was made vice-president September 13, 1904, and is serving in all of these capacities at the present time. He has proven to be a trustworthy custodian of the company's funds, large sums of money passing through his hands every year. He has shown skill in systematizing the company's books, files, and other office appliances for economizing time. He originated a plan by which twenty-five hundred men are paid off in from five to seven minutes. He is industrious and has not been affected in the respect of personality or habits by his inheritance of large property interests from his father. The writer has often been much benefited by his counsel. He married and has one daughter and two sons.

Mr. Frank A. Huber is connected with other companies as follows: vice-president of the Fahey

Banking Company, the Huber Manufacturing Company, and the Marion Building, Savings, and Loan Company; and director of the Marion National Bank, the City National Bank, the Prendergast Company, the Marion Lumber Company, and the Marion County Telephone Company.

Mr. Harry C. Barnhart, the only son of Henry M. Barnhart, was elected a director January 10, 1899, and is still serving on the board. He was quite young when his father died. Upon leaving school he entered the employ of the company as a clerk in the superintendent's office, having had previous shop experience. He was then transferred to the time-keeping department and was later given supervision of the foundry department. At present he holds the position of director of purchases, and in addition is the company's secretary, having been elected January 13, 1914. He is a man of good character and industrious habits. On August 18, 1900, he married Miss Rose Fahey, a granddaughter of Timothy Fahey. They have two sons and one daughter: Henry F., Richard M., and Mary Martha.

Mr. Timothy Fahey is another of Marion's self-made men. He came to America from Ireland when but a poor boy, and secured work in Marion on the I., B., and W. Railroad (Marion's first railroad), which was then under construction. Industrious and economical, he soon saved enough money to start a boarding camp for the men engaged in building the railroad. To that business he later added a line of groceries, then dry goods, and finally, in one corner of his store, he opened up a small bank, dealing in real estate. His patrons

soon learned to place confidence in him, owing to his reliable business methods, and accordingly his banking facilities presently had to be enlarged. To-day the Fahey Banking Company, one of Marion's strongest financial houses, stands as a result of Mr. Fahey's ability. At the age of eighty-nine he is still president of this bank and possesses the active mind of a man of fifty.

Mr. John A. Schroeter, son-in-law of Mr. Edward Huber, was elected a director January 10, 1905, to fill the vacancy made in the board by the death of his father-in-law. He has proven a faithful member of the board and a keen observer of general business conditions. He shows good judgment in looking after the best interests of the company. He has three sons and two daughters.

Mr. Schroeter is a very public-spirited citizen and takes great interest in the general welfare of Marion and its citizens. He is invariably identified with every worthy movement for the betterment of the city and gives freely, both of his means and his time. Were it not for him, a great many of Marion's most beneficial institutions would suffer the lack of an efficient organizer. He is a director of the Huber Manufacturing Company, the Fahey Banking Company, the Prendergast Company, the Marion County Telephone Company, the Marion Lumber Company, the Slanser Lumber and Coal Company, and the Citizens' Building and Loan Company, and is president of the Marion Club.

Mr. Charles B. King was elected a director January 12, 1909, was appointed chief engineer January 11, 1910, was elected assistant-general manager January

13, 1914, and was elected vice-president January 15, 1914. He is now serving in all of these capacities. After attending college he began work for the company in the shops, later learning to build dredges and set up and start steam shovels. Owing to his natural mechanical ability he soon became proficient, and when he began work in the engineering department the great value of his college education and practical experience in the field soon became apparent. The thoroughness and care with which he goes into all details of his work enables workmen to construct machinery designed by him without trouble or difficulty. Not until 1902, however, did the opportunity present itself for him to show the full extent of his ability as a designer of excavating machinery. In that year he designed what was known as our Model 60. This machine made a world-wide reputation and marked a new epoch in steam shovel building, making the second epoch for The Marion Steam Shovel Company. It is manufactured in eight different sizes at the present time by this company, and competing companies have copied it as nearly as they could. He has also devised many systems for facilitating work in the shops. He designed the first successful electrically driven shovel, having all the elasticity of the steam driven machine, the controlling levers being operated in the same manner, and he has designed many other machines which will develop new fields and are destined to revolutionize excavating methods. He is a member of the American Society of Mechanical Engineers.

Mr. R. H. Reidenbaugh was elected a director January 11, 1910. He was made secretary at the

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same time, holding both of these offices until January 13, 1914. He began with the company as a hammer boy, operating a new steam hammer, and afterward was put in charge of the tool and supply room. The completeness with which he took care of this branch of the business led to his appointment as purchasing agent.

Mr. Frank S. Keiler was elected a director January 13, 1914. He was born September 28, 1869, in Marion, Ohio. After attending the Marion public schools he assisted his father for a time in the hay carrier business, which had been acquired from the writer. He then entered the employ of The Marion Steam Shovel Company, doing general office work, and soon developed into a skilled stenographer. He remained with the company until 1893, when the Marion Ice and Cold Storage Company was organized. Being elected secretary of that company, he served until 1898, when he was made president and treasurer, and in the latter capacities he has continued ever since. Under his direction his company has developed into one of the most modern and best equipped ice and cold storage enterprises in the country. Mr. Keiler has also attended to the Keiler family's interests in The Marion Steam Shovel Company very capably.

On January 1, 1895, he was united in marriage with Miss Carrie Turner, a daughter of Edmund P. Turner, of Marion, Ohio. One son was born of the union. Edmund Harder Keiler, now attending preparatory school.

I was elected a director August 21, 1884, and also have served in the following capacities: superintendent,

January 5, 1888, to January 5, 1891; general manager, January 6, 1891, to date; secretary, January 8, 1894, to January 7, 1895; vice-president, January 7, 1895, to September 13, 1904; president, September 13, 1904, to date.

A feeling of sadness comes over me when I realize that I am the only surviving member of the original board of five directors. Since its organization the company has grown in annual sales from a few thousand dollars to several millions, from a force of half a dozen men to over two thousand, and from a small plant in an old planing mill to the largest plant of its kind in the world. But the satisfaction that would naturally be afforded by such results is somewhat marred when the thought comes to me that some of the most worthy members of the company are not here to witness the success for which they labored. The future opportunities of the company are even better than those of the past, depending, however, upon the wisdom of its stockholders in electing proper officers and selecting capable leaders, remembering that the personality of the leader is reflected upon and instilled into his men.

I married Miss Sarah Reber, October 23, 1888. She was born at Royalton, Fairfield county, Ohio, being a daughter of Phelix Reber and a granddaughter of Thomas Reber. The family removed to Marion county, Ohio, when she was fourteen years old, settling on a farm three miles northwest of Marion. Her father and grandfather were successful stock farmers. I feel much indebted to my wife for her practical and economical management in the home, which enabled us to have many comforts at a minimum cost.

I have one son and one daughter, Ray Reber and Ava Marie. My son, after taking a course in Mechanical engineering at Cornell University, went to work in the shops for the purpose of gaining practical experience that comes only by operating machinery and working with tools. After doing regular machine shop work for a time, the superintendent recognized his ability for facilitating the processes for getting work through the shop. He is now serving the company in the capacity of manager of production. On October 23, 1913, he married Miss Hilda Garberson, a daughter of the late John Garberson, of this city. I am well pleased with the interest he is taking in his work, and I have always tried to impress upon him the fact that he could only expect to advance by his own meritorious efforts. My daughter is now finishing her freshman year in the Marion high school.

I also feel very much indebted to my wife for her encouragement and assistance in making my business trips more pleasurable by accompanying me, so that we could see together the interesting and beautiful scenery in the countries through which my business took me. The first placer gold mining dredge built by the company was erected in Washington Gulch, Montana, and shortly after I decided to go there and familarize myself with its operations so that I would be better prepared to supply future requirements for this class of machinery. I had frequently taken my wife with me on investigating trips to the iron mines of Minnesota and many other places—often into localities where good accommodations could not be secured; and in this instance I told her that I would be

glad to have her accompany me to Washington Gulch, provided she could put up with the hardships of a gold mining camp, as there would be few if any women. She said she was willing to go anywhere with me, and if I could stand it she could.

We started for Washington Gulch, Montana, taking Ray, our seven year old son, with us. We were fortunate in securing living quarters with a successful old Scotch miner, who had built himself a little cottage and had gone back to Kansas City and married, returning to the camp with his wife. This cottage was better and more homelike than most of the other buildings in the camp—even better than we had expected to find. Water was supplied to the home from a ditch running close by, which carried cold, melted snow water from the mountains. The water was pure and wholesome and was used for drinking, as well as domestic purposes generally. It was also utilized to supply a garden, where splendid vegetables were grown, and to irrigate a cow pasture, so that we had good vegetables and fresh Jersey milk and cream. The ditch originally served the purpose of carrying water to the miner's hydraulic giant, by which the gold-bearing gravel was washed down, carried away by the swift-running stream of water, and finally the gold was collected from the bottom of the stream or sluice after the water had been shut off. This hospitable miner invited us one afternoon to assist him in panning out some of his richest gravel. The ladies were very much interested in the operation—perhaps because of the fact that they were allowed to keep the small nuggets of gold they panned

out,—and they enjoyed the thrill of excitement that naturally accompanies the panning out of gold. My wife, having been reared on a farm, was familiar with all kinds of farm work, and so immediately made friends with the miner's wife by assisting her in her household duties. We never spent a more enjoyable three weeks' vacation, seaside and pleasure resorts not excepted, than at this place. The mining camp was over eight thousand feet above sea level, just west of the continental divide. The dredge was located in a deep ravine down in the gulch several hundred feet below the miner's home, where we resided during our stay. Going from the house to the dredge required little exertion, but climbing the grades on the return trip was quite different, and frequent stops had to be made in order to take a few long breaths, as the air at this altitude was extremely light. The physical exertion of climbing these mountain sides, together with the deep breathing exercises, did me a great deal of good. It was amusing to see how delighted the old miners were to show the ladies their humble living quarters, with their low ceilings and dirt floors. These cabins were usually constructed of small round logs, the cracks between the logs being chinked with wood blocks and then daubed with mud to keep out the cold. As a rule, the sleeping bunks were made of small poles overlaid with dried prairie grass. Most of these old shacks were deserted, however, as pick mining in this section was no longer profitable, and only part of the claims were being worked by a few old men, the younger men having left for other regions.

It has always been our custom to visit interesting places in the localities we happened to pass through, and as the Yellowstone National Park was not far from Washington Gulch, we visited it before leaving the vicinity. The Yellowstone Park is noted for its great beauty and its many natural wonders. There were large numbers of wild bears in the Park. These bears are known as the Park's scavengers, and it was interesting indeed to witness them eating, after a wagon load of garbage had been brought from the hotel and dumped at the foot of a mountain. On one of these occasions we had the pleasure of witnessing the "table etiquette" of bears. One of the largest bears inhabiting the Park came down the mountain and sprawled directly over the garbage pile. No others dared approach until his appetite had been appeased, and after he lumbered back up the mountain the next largest bear took his place. Thus the process continued successively, each time smaller bears taking possession after the appetite of the larger bears had been satisfied. The scene finally ended when a number of less quarrelsome cubs, too interested in the food before them to have their attention diverted, helped themselves to what was left, much as hungry children do after being compelled to wait for a second table when the family is entertaining company.

There are thousands of boiling springs and geysers in the Park, grouped usually in basins in different parts of the valleys, often many miles apart. Clouds of steam may also be seen issuing from some of the mountains. It is evident that all of these great natural wonders and phenomena originate from a

common cause, i.e., the great internal heat of the earth, which, when combined with the earth's ground water, generates immense quantities of steam that escape through numerous pores or fissures to the surface of the earth. The great geysers of the Yellowstone are classed among the natural wonders of the world, and their cause has been a matter of much speculation. However, they are probably caused by the convolutions in the individual fissures through which the steam escapes to the surface of the earth. These fissures are curved first up and then down, so that they form natural traps or basins into which the ground water of the earth seeps. These traps, after becoming filled with water, hold back the steam until it has accumulated in a sufficient volume and pressure to blow out the trap. After the trap is blown out and the pressure of steam has been released, the trap fills again with water, so that the steam must again accumulate behind it. But an interval of time must necessarily elapse while the steam is accumulating, and this may account for the periodic discharge of the geysers. The first warning that can be noticed at the mouth of a geyser that is about to discharge is a bubbling of steam, which gradually increases until a jet of steam makes its way through, siphoning the water with it hundreds of feet into the air. After the eruption the geyser quiets down and apparently rests until the next discharge, the time interval varying from a few minutes to a few hours, and in some cases days, according to the relative size of the fissure and the trap. The volume of water discharged by the different geysers varies from less than a barrel to thousands of barrels, and the height

to which the water is shot into the air varies from a few feet to approximately two hundred and fifty feet. If the fissures through which steam and water escape to the earth's surface are comparatively straight and without convolutions, the result is only a boiling spring. The water in the boiling springs of the Yellowstone is very clear, and the beautiful colors of the mineral deposits on the bottom and sides of the springs, or the small lakes which are sometimes formed, are refracted from the surface of the water. In some cases the boiling springs form terraces which are continually being built up with a lime deposit. Whenever the water begins to run over a low place on the rim of these basins the lime deposit immediately builds up, causing the water to rise and eventually find another outlet; thus the process is continuous and the basins are being built up more and more each year. The water trickling over the rim of these basins has formed a series of stalactites, beautiful in their coloring. In other instances the boiling springs leave a lime deposit around the opening, which in time has built up into a cone-like structure. Some of these cones are even formed in the bottom of Yellowstone Lake, building themselves up to and above the surface of the water, thus making it possible for a fisherman to stand on the rim of one of them, catch a fish from the lake, and cook it in the water of the boiling spring without removing it from his line or changing his position. It goes without saying, however, that a practice as cruel as this is seldom followed. A few of the smallest boiling springs have opened into a pocket of colored clay on the surface of the ground. The colors of the

Frank A. Huber

clays in different places vary from a creamy white to a bright yellow, from a light red to a dark red, and from a grey to a black. There is only sufficient water in the spring to reduce the clay to the consistency of paint, and the steam bubbling up through this thick liquid agitates it in such a way as to make it resemble a boiling paint pot. Hence the name "Paint Pot," by which this particular type of spring is known.

Yellowstone Lake is over eight thousand feet above the sea level and is the source of Yellowstone River. We visited the Grand Canyon of the Yellowstone, which is several miles long, over a mile in width, and about a mile in depth. The Yellowstone River winds its way swiftly through this canyon, making several beautiful falls, one of which is over six hundred feet high. The structure of rocks and clay in the canyon shows traces of volcanic action, and in many instances they have taken peculiar shapes, giving them the appearance of the ruins of ancient castles. Owing to their inaccessibility, eagles often build their nests in the tops of these crags and peaks. The beautiful green of the shrubbery and trees, together with the rainbow colors of the rocks and clay, give to this canyon a most beautiful and picturesque appearance; and I have never had the pleasure of looking upon a more beautiful picture, either in this or foreign countries, than that afforded by the Grand Canyon of the Yellowstone.

We left the Park and proceeded to Seattle, Washington, where we arrived just a few days after the first successful gold miners had returned from the Klondyke with their rich treasures. We found there many more men purchasing fur sleeping bags and complete outfits

preparatory to making a trip to the Klondyke. All of them were eager to get to this newly discovered rich gold mining region. The journey to the Klondyke at that time was very hazardous, so hazardous, in fact, that the authorities finally refused men permission to undertake it unless they were properly equipped. Little did I think at that time that The Marion Steam Shovel Company would ever be able to install its placer gold mining dredges in this same field. Owing to the improvements in transportation, this has been accomplished successfully.

A few years after this Seattle visit, my wife and I were returning from a winter vacation, spent in Mexico City and vicinity, by way of Los Angeles and San Francisco. The company had previously installed some placer mining dipper dredges on the Feather River near Oroville, California. I made a trip to the Oroville district to investigate and make improvements on these gold mining dredges, and my wife again consented to accompany me. It soon became apparent during my visit, however, that the kind of gold bearing gravel encountered near Oroville could be more profitably mined by a dredge of the continuous bucket elevator type, and I immediately wired to the shops at Marion for two engineers to assist me. We were compelled to carry our lunches when going out to where the dredges were in operation, and my wife accompanied us, so that this and many other picnic features made the labor of our investigations more of a pleasure than they otherwise would have been. The fact that we were able to pick ripe oranges directly from the trees also gave us much enjoyment.

Gold was first discovered in California near Sacramento, not far from Oroville. Judging from the appearance of the earth that had been moved by the early miners, it did not appear that there was enough gold taken out of California to pay for the work. After the American miners had worked these placer grounds as long as it was profitable to them, Chinamen, who were satisfied with a lesser wage, continued to work them until they labored in water up to their necks in shoveling out gravel so that it could be washed. These Chinamen were so eager for gold that the authorities had difficulty in restraining them from tunneling under the graveyards in their pursuit of gold. It is now possible with the elevator dredges, however, to dredge gold bearing gravel from bed rock seventy to one hundred feet below the surface of the water on which the dredge floats. Water is often pumped into the pit to float the dredge. The gravel is delivered on board the dredge, where a plant is provided to wash the gravel as fast as it can be dredged. After the removal of the gold, the gravel is deposited in the form of tailings at the rear of the dredge. By this process gold bearing gravel can be profitably excavated and washed, even if it contains but six cents' worth of gold in each cubic yard.

Three years ago we built three of the largest elevator gold dredges ever constructed. Two of them were erected at Dawson, in the Canadian Klondyke, and the other at Ruby, Montana. My wife and daughter, Ava, accompanied me on another western trip, during which we visited Ruby, Montana. A fair idea of the immensity of one of these dredges may be gained when

one learns that eighty-five well loaded freight cars were required to transport this dredge to its destination. Ruby is situated just west of the Yellowstone National Park, and since we wished to give my daughter, who had not yet entered high school, an opportunity to see the Park, we again made a trip there. Travel is one of the best educators, for it brings the student into direct contact with the things studied; and our ability to comprehend from study and from the things we are told depends, to a large degree, upon our ability to compare what we read and hear with the things that we know by our own observation and experiences; thus the more we have observed and experienced, the greater we find our ability to comprehend.

More recently my wife, together with my daughter Ava, accompanied me on a trip to the Panama Canal, which was at that time nearing completion. Most of the steam shovel work then being done was in the vicinity of Culebra Cut, and it required a great deal of ability to successfully manage the train service, hauling the excavated material out of the cut. A train of twenty-one cars (each car holding thirty cubic yards of material) was taken out of the canal every two and a half minutes. I was much pleased to learn that the Marion shovels on the canal were giving excellent satisfaction, and still more pleased to learn that a Marion shovel had made the banner record, excavating five thousand and five hundred cubic yards of material in eight hours. We had the pleasure of meeting Colonel Goethals, who, with his exceptional executive ability and his faculty for securing and retaining the good will of all of his forty thousand employes, is one

of the most interesting men of this age. The large caves or slides occurring along the banks of the canal were quite a hindrance to the work, sometimes burying a number of shovels and entire trains. However, they always gave sufficient warning to allow the men to get out of danger. One of the largest of these slides took place while we were there, and they will continue to cause annoyance for some time to come, but they will occur less frequently and finally will give no further trouble. It was amusing to look over some of the old French machinery on the scrap heap. Most of the French equipment, when compared to the American machinery used to finish the canal, had the appearance of mere toys.

The medical corps on the canal deserves much credit for the effective service it has rendered in keeping the country sanitary and free from tropical diseases. It was in this phase of the work that the French were sadly deficient, and to this almost as much of their failure is due as to their lack of suitable machinery and methods. If health conditions on the Isthmus continue as at present, it will develop into a popular winter resort, for the climate of all the countries surrounding the Carribean Sea is delightful during the winter season. The soil on the Isthmus is rich and fertile, and if the ants can be combated as successfully as the mosquitoes have been, Panama will develop into an important agricultural country. During our stay we frequently made side trips, crossing the old trail where the early gold hunters of California crossed the Isthmus. The first railroad was built over the Isthmus in 1850. A fare of one hundred dollars in gold was charged to

ride across on the trains, and a toll of fifteen dollars in gold had to be paid by persons walking across on the ties of the railroad. This traffic brought people to Panama from all parts of the world.

The inhabitants on the Isthmus are certainly a mixed lot. There are Spaniards, a white race with rather dark complexion; native Indians with bronze skin and straight black hair; Chinese with yellow skin and straight black hair; African negroes with black skin and kinky black hair; and East Indians with black skin and straight hair. The locality is said to be the melting pot into which people of all races and colors have been dumped, and the product is an amalgam very interesting to study. We were in Panama during the Mardi Gras season, and this gave us an opportunity to see some of the native-born Panamanians mingling together in the Mardi Gras festivities, apparently without any race distinction or prejudice whatever. The color of the skin of the individuals in this immense crowd would vary from almost pure white to yellow, bronze, brown, and ebony black, with hair and other racial features varying according to the amount of pure or mixed blood represented.

The following are some of the industries and institutions of Marion with which I have been associated: the Huber Manufacturing Company (taking stock in this company was my first financial venture), the Marion National Bank, the City National Bank, the Marion Lumber Company, the Prendergast Company, the Marion County Telephone Company, the Marion Young Men's Christian Association, the Marion Electric Light and Power Company, the Marion Street

Railway Company, the Marion Tool Company, the Marion Oil and Supply Company, the Grand Opera House Company, the Automatic Boiler Feeder Company, the Marion Dump Wagon Company, the Marion Bicycle Company, and the C. E. Sawyer Sanitorium Company.

In most instances I began with these companies when they were first organized, and served as a director. Most of the organizations are still flourishing, although some are now operating under different names, while others, unable to secure competent managers, were compelled to abandon their undertakings, even though capital was not lacking.

I was made chairman of the educational committee of the Marion Y. M. C. A. in 1897, and continued for a number of years. One of the studies taught was mechanical drawing, and a great many of Marion's young men received their first training in this way. A number of the leading mechanical engineers employed by The Marion Steam Shovel Company at the present time received their first instruction in drawing by attending these night courses.

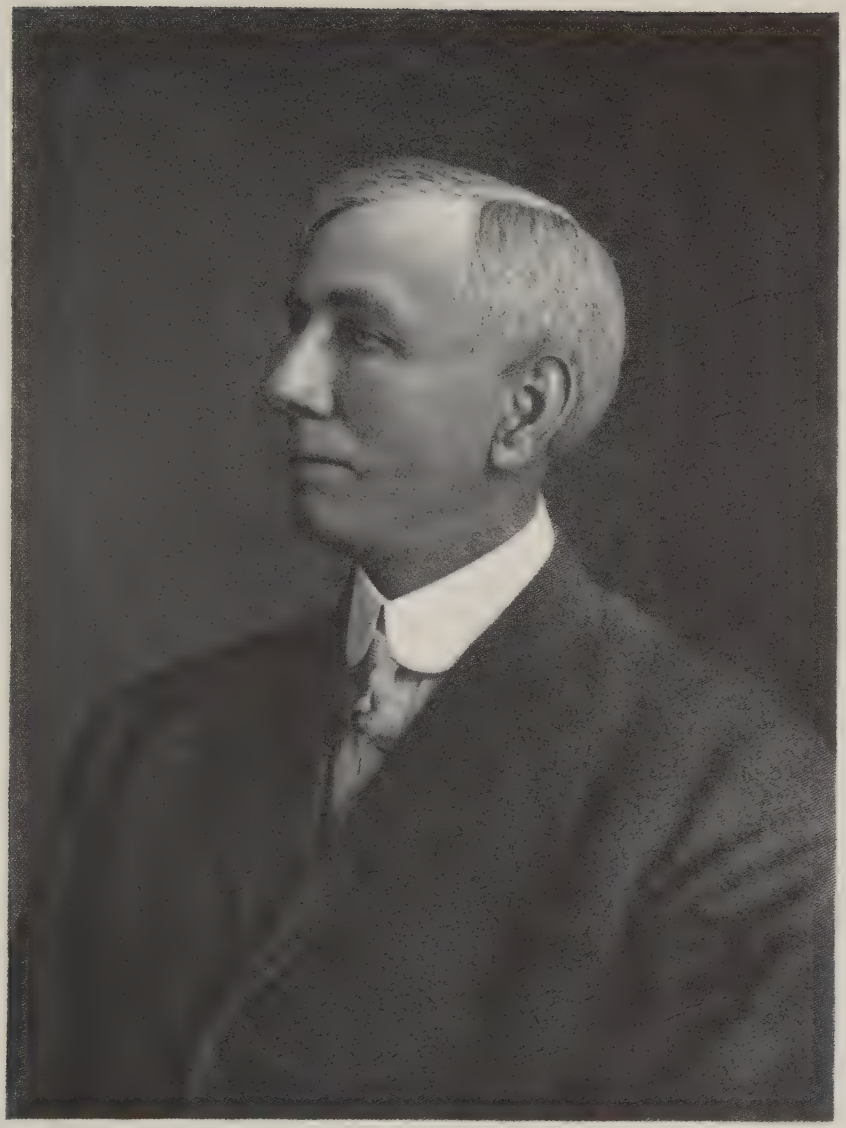
At the present time I am serving as a director of the Marion National Bank, the Prendergast Company, and the Marion Lumber Company, and am president of the Marion County Telephone Company. The Marion County Telephone Company was the first to inaugurate a free county service and to arrange for an interchange of calls with other telephone companies, thus dispensing with the necessity of patrons subscribing for two or more telephones. This method has become very popular and is being adopted in many other places.

I am very much interested in architectural and landscape beauties, and I have always carefully considered these two factors in any dwelling or plot of ground with which I have had anything to do.

Acting upon Mr. Huber's advice, I have purchased a farm about six miles east of Marion to serve as a diversion; I am very fond of the beauties of nature. I have found, however, that my health will not permit of my becoming actively interested in new enterprises or my continued activity in all of those mentioned above. Therefore, with the exception of a few, I have left such work to the rising generation.

JUNE 1, 1914.

HENRY M. BARNHART.—Few men in the state of Ohio, or even in the United States, have left a greater legacy to a community in which they were born and reared than did Henry M. Barnhart. He knew that he was giving Marion a valuable industry when he incorporated The Marion Steam Shovel Company on the 4th of August, 1884, to manufacture the products of his fertile mind, but he never realized, even up to the time of his death, the magnitude of the industry for which he was laying the foundation. He once remarked that he hoped to see the day when the company would build twenty-two complete shovels per year—a competing company had reached that amount the previous year. The Marion Steam Shovel Company attained this coveted number during the year in which Mr. Barnhart died. The last sale personally made by him before his death was on



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August 22, 1890, for two Style "A" steam shovels, which were to be used in excavating the approaches to the tunnel built under the St. Clair River, connecting Port Huron, Michigan, with Sarnia, Ontario. At this writing the company has grown to such an extent that it would not think it was doing well unless it turned out more than twice the above number of machines each month. The products of The Marion Steam Shovel Company are to be found everywhere. The sun never ceases shining on the output of this company, which is to be found in every quarter of the globe.

Mr. Barnhart's inventive mind did not stop after the first steam shovel and ballast unloader had been built by The Marion Steam Shovel Company, but continued along the line of dredges and other excavating machinery, as well as improvements on the same, until the time of his death. He had much ability along architectural lines, having designed a number of dwellings as well as office and shop buildings. His buildings were noted for their comfort, convenience, and beauty, and his ideas along these lines had a lasting influence among his successors. When starting his first shovel near Greenville, Ohio, he pointed out a beautiful dwelling to Mr. Huber—who, accompanied by a number of other gentlemen, was visiting Greenville for the purpose of seeing the new shovel operate—and made the remark that he expected Mr. Huber to make enough money out of his shovel venture to build himself a home in Marion equally as good as the one pointed out. This prophecy came true, as Mr. Huber

started building a beautiful home on the corner of East Center and Greenwood streets, but did not get it completed until after Mr. Barnhart's death.

Henry M. Barnhart was born near King's Mills, August 28, 1846, and removed with his parents to a farm about one mile east of the village of Marion. At present Marion has spread over the entire farm and is reaching beyond. John Barnhart, Henry's father, was a successful stock farmer, but had a strong mechanical tendency. He was always first to adopt improved farm machinery, when farmers began to use such machinery, and showed great skill in repairing and taking care of it. Henry M. Barnhart quite early in life showed genius and a strong inclination toward things mechanical. The old Bellefontaine and Indianapolis Railroad, now called the Big Four, ran along the north side of his father's farm, and his boyish ambition was to become a locomotive engineer. His bent in this direction was so great that he was much gratified to be allowed even to touch a real locomotive. The first evidence of his handicraft I ever remember seeing was a small wooden model of a locomotive which he had constructed in his father's woodshed. He showed skill far in advance of his years in looking after his father's machinery, but to the disappointment of his father he never became much interested in farming or in live stock.

On January 14, 1868, he married Miss Martha Mouser, a daughter of a pioneer family of doctors and farmers living near Marion. She proved to be a faithful wife for him, bravely sharing his hardships and adversities, and willingly assisting him in carrying

out plans that resulted in his successes. Five children were born of this union: Elizabeth M., Della E., Hattie M., Harry C., and Grace F. After his marriage, Henry M. Barnhart worked for his father for a short time on the farm, but, having no natural taste for farm work, soon abandoned the farm and purchased an old rundown steam sawmill, near Prospect, Ohio, which was equipped with a saw operating vertically. This sawmill was so dilapidated that he was able to purchase it at a low price and on very favorable terms from a party who wished to retire from the business. The mechanical genius of Mr. Barnhart enabled him to make sufficient repairs on the old mill to put it on a paying basis, without a great expenditure of money. Later he was able to purchase a modern steam circular sawmill, which he soon sold, erecting another sawmill in connection with a lumber yard and planing mill on West Center Street, Marion, Ohio, less than one-half mile west of the courthouse. While operating this yard and mill, he and his brother John formed a copartnership, engaging in the contracting business. They built many houses in the then growing town of Marion, but unfortunately for these enterprising young men, their mill was completely destroyed by fire in 1876. They were not well covered by insurance and their loss was a crushing blow. Most of their creditors offered to be lenient, as they had been doing a prosperous business, and wanted them to rebuild the mills. Others thought only of themselves and insisted upon having their money, thus forcing Mr. Barnhart and his brother to abandon the splendid little business they had started. A panic soon followed that

was seriously felt, and, there being nothing for Mr. Barnhart to do in the contracting business, his brother John having died soon after the fire, he accepted a position with the Hocking Valley Railroad, which had been built but a short time before. He took charge of the pumping engines and water tanks along the line. Later he was given charge of the carpenters and bridge builders, which position he held until the Chicago and Atlantic, at present the Chicago and Erie Railroad, was being built, and he accepted a similar position with the new road. He also had charge of the gravel pits along that line, including a steam shovel. Mr. Barnhart had trouble with the steam shovel runner, whose unsteady habits had frequently caused serious delays in gravel trains and train crews, as well as the crew in the pit, and all the operations often had to be suspended on account of the failure of the steam shovel runner to report for duty.

Steam shovel runners, or engineers, as they are sometimes called, were very scarce at that time, and this doubtless made the runner in question more independent. One day, however, when all of the crew were waiting for the engineer to put in his appearance, Mr. Barnhart stepped aboard the shovel and took the operating levers himself. It so happened that Colonel Smith, the man in charge of building the new road, visited the gravel pit while Mr. Barnhart was operating the shovel, and asked where the regular runner was. Mr. Barnhart informed him that the runner had been very unsteady and that he had been compelled to take his place in order to avoid delays in getting out gravel. Mr. Smith stated that he was aware of the

fact that the steam shovel runner had been very unsteady, and insisted that Mr. Barnhart continue to operate the shovel, offering him an assistant to relieve him of his other duties. Mr. Barnhart did not run the shovel long, however, until he experienced some trouble with the swinging gear, the reverse motion of which was accomplished by means of a bevel gear and two pinions, which frequently broke. Mr. Barnhart was repairing these gears when Mr. Smith again visited the gravel pit. Mr. Barnhart then insisted that he get a skilled shovel runner, stating that perhaps fewer breaks would occur. Colonel Smith informed him, however, that he had run the shovel better and with fewer breaks than any man he had ever employed. He also added that if someone could invent something to do away with the troublesome swinging gears his fortune would be made.

This set Mr. Barnhart's inventive mind to work, and in a few days he concluded that he would be able to make a shovel that would eliminate this troublesome feature. He made a model of his invention and presented it to Mr. Edward Huber, who saw at once that the idea was practical and that it would be valuable, but in order to satisfy himself further on this point he accompanied Mr. Barnhart to Chicago to attend an exhibition of railroad appliances, where all steam shovels then built were on exhibition. After seeing these exhibits Mr. Huber returned to Marion and proceeded to assist Mr. Barnhart in getting out his patents and building an experimental machine, thus laying the foundation for The Marion Steam Shovel Company. From this time until his death,

September 25, 1890, the success of the new shovel and of The Marion Steam Shovel Company was Mr. Barnhart's chief aim, and he served the company in the capacities of director, August 21, 1884, until his death; secretary, August 21, 1884, to January 8, 1889; superintendent, January 4, 1886, to January 5, 1888; and vice-president and general manager, August 21, 1884, to his death, September 25, 1890.

Mr. Barnhart was very prominent in the organization of the Marion Electric Light and Power Company, serving as one of the first directors in that company. He was among the first to foresee the beauty and convenience of incandescent lights in the home, and his was the first home in Marion to be lighted by electricity. His experience and his advice were much sought after where practicability, beauty, and convenience were desired.

Mr. Barnhart died rather unexpectedly after a short illness, and his death came as a severe shock to the people of Marion, who were just beginning to realize the important part he was playing in their growing city. He was survived by his faithful wife, one son, and four daughters, who are all still living.

EDWARD HUBER, the father of Marion's manufacturing industries, was born on a farm near Kelso, Dearborn county, Indiana, September 1, 1837. Philip Huber, his father, was born at Weildorf, Germany, where he learned the cabinet maker's trade. He left his native country for America when but a young man, settling in Philadelphia, where he worked

at his trade for a time. As soon as conditions would permit he sent to his native town in Germany for his sweetheart, Miss Mary Hurm. They were married immediately upon her arrival at Philadelphia, and moved to a farm among the hills near Kelso, Indiana. Six children were born of this union, three sons and three daughters: Albert, Edward, Amelia, John, Mary, and Fanna. Albert, the eldest son, turned his attention to farming, purchasing the old homestead near Kelso, where he spent his entire life. John, the youngest son, died in the army during the Civil War. Edward, the second son, always showed a marked inclination toward things mechanical, soon becoming quite adept with wood working tools. The Huber family now has in its possession a picture frame which is, in reality, a small window sash made by Mr. Huber when he was but thirteen years of age. Mr. Huber a short time before his death took this sash from an old abandoned dwelling, erected by his friend and school teacher near Kelso. His ingenuity and handicraft enabled him to construct almost anything that he would undertake.

Soon after Philip Huber moved on the farm he erected a cabinet shop. He soon discovered, however, that there was but little demand for furniture in the vicinity of Kelso, and being a natural mechanic turned his attention to making doors, sashes, and blinds and even coffins. All of this work was then done by hand, for machinery for this class of work had not yet been produced. Later he made woodwork for wagons, sending them with his son Edward to a blacksmith, located at Kelso, who ironed them off. Edward was an

industrious lad and volunteered at times to help the blacksmith with this work. The blacksmith was quick to observe his skill and proposed to contract with his father to take him as an apprentice. Before entering into a contract, however, it was decided to give Edward a trial of three weeks. At the end of that time Edward went home and informed his father that he felt himself competent to iron off the wagons if a shop could be built for him. His father hesitated, claiming that the boy had not yet learned the trade, but Edward persistently insisted that he should be given a trial, and finally a shop was erected for him. He did his work so skillfully and well that a great demand for his father's wagons was soon created.

In 1863 he invented a revolving hay rake, on which he secured his first patent. He was a good business man as well as mechanical genius, but, like a great many men of his time, had no educational advantages other than those afforded by the common schools of his neighborhood. On October 30, 1865, he married Miss Elizabeth Hemmerle, a daughter of Balthaser Hemmerle. She was born March 15, 1842, at Kelso, Indiana. Soon after their marriage they removed to Marion, Ohio, where a son and a daughter were born: Francis A. and Mary Catherine. Mrs. Huber's brother, John K. Hemmerle, and his wife, who was Mr. Huber's sister Amelia, had resided in Marion for several years, and Mr. Hemmerle had advised Mr. Huber of the abundance of hickory and ash that grew in the vicinity of Marion, these woods being best suited for the construction of revolving hay rakes. Mr. Huber began the manufacture of his rakes in Kanable

Brothers' planing mill, located on the corner of State and Mill streets, Marion. Four hundred rakes were made at this mill, and they met with a ready sale among the farmers, proving the beginning of an important industry in Marion. In 1866 the firm of Kowalke, Hemmerle, Monday, and Huber was formed, taking over the planing mill of Kanable Brothers, Mr. Huber acting as superintendent. In 1870 Mr. Kowalke and Mr. Hemmerle retired from the business and Mr. Huber organized the firm of Huber, Gunn, and Company, Mr. Monday retiring a little later. Mr. Huber designed and built a very ingenious machine, which was used in the construction of his rakes. This machine would bore and mortise the rake heads and insert the teeth in them automatically, apparently acting with human intelligence. By its use a great saving was effected, besides largely increasing the capacity of the factory. Huber, Gunn, and Company continued the business, including the manufacture of rakes, until November 30, 1874, at which time the Huber Manufacturing Company was incorporated with a capital stock of seventy-five thousand dollars. The new firm then took over the properties and business of Huber, Gunn, and Company, as well as the machine works of Holmes and Seffner. This marked an important epoch in Marion's industrial history, as it gave Mr. Huber an opportunity to develop his mechanical genius as well as his business ability. These qualities are rarely found united in the one person, but when combined in the same man his undertakings are almost sure to succeed and it is usually safe to invest with him. The Huber Manufacturing Company continued

the manufacture of the Huber revolving hay rakes, shipping them to all parts of the country until a total of two hundred thousand rakes had been sold.

In order to make additional use of the iron working department of the new company, Mr. Huber invented a revolving road scraper, taking first prize at the Centennial Exposition at Philadelphia, in 1876. It was not long until he developed a farm engine for furnishing power to operate separators for threshing grain, and a little later he developed a separator. In 1880 he began the manufacture of these engines and separators; shortly after a traction engine was developed, also a self-feeder for the separators, and many other modern improvements soon followed. Many patents were granted Mr. Huber on this class of machinery. The Huber machinery met with such a demand from all parts of the country that the old quarters, between the Erie and Big Four railroads, extending from Main to State streets, soon became inadequate, and in 1889 a new site of twenty acres was secured on Greenwood Street, just north of the Erie Railroad, where a new manufacturing plant was erected. Mr. Huber gave the work of the Huber Manufacturing Company his personal attention, acting as mechanical engineer and superintendent as well as president until his death, which occurred August 26, 1904. The establishment, under his personal supervision, developed into one of the best of its kind in the country.

Mr. Huber's broad and energetic business spirit was not confined to the Huber Manufacturing Company, but was also prominently identified with almost

every industry in Marion, giving new enterprises the benefit of his wide experience as well as his financial support. To supply a diversion, Mr. Huber purchased several farms about four miles east of Marion. He was a lover of fine driving horses and would frequently make a drive to one of his farms in the evening. Often when the weather was agreeable, he would insist on his wife accompanying him and sometimes take his entire family. On these drives Mr. Huber would rest his mind by admiring the crops and stock, and thus prepare himself for a good night's rest. Although admiring good driving horses, he foresaw that at no distant date the automobile was destined to take their place to a certain extent, and for a number of months before his death he was financing and encouraging some parties in the development of an automobile. Had the parties taken advantage of this rare opportunity, Marion would have had another important industry.

Mr. Huber owed much of his success to his good wife for her economy and encouragement in carrying out some of his difficult undertakings.

The following are some of the industries and institutions with which he was affiliated, acting as director and in many cases president. He was president of The Huber Manufacturing Company and of The Marion Steam Shovel Company from the time of their organization until his death; president of the Marion Electric Light and Power Company when first organized; one of the organizers of the Marion Street Railway Company; one of the founders of the first building and loan association in Marion; and

prominently identified with the organization and construction of the Young Men's Christian Association, serving as one of its trustees. He also was one of the founders of the Grand Opera House Company, and was one of the founders and president of the Marion Malleable Iron Works. Mr. Huber was president of the Automatic Boiler Feeder Company, the Marion Implement Company, and the Marion National Bank, as well as vice-president of the Marion Milling and Grain Company. He served in official capacities with the Marion Oil and Supply Company, the Marion Tool Works, the Prendergast Lumber and Coal Company, and the Marion Bicycle Company.

He was survived by his wife, one son, and one daughter, Frank A. and Mary Catherine. Frank A. Huber was united in marriage to Miss Nona Fahey, daughter of Timothy Fahey, April 27, 1893. Three children were born of this union, one daughter and two sons: Mary Faye, Edward T., and Francis B.

Mary Catherine Huber married Mr. John A. Schroeter, October 30, 1890. Five children have been born to them, three sons and two daughters: Edward J., Mary Gertrude, Robert H., Mary Josephine, and John C.

Mr. Huber died suddenly of heart failure upon retiring after a busy and successful day spent in testing out a new improvement he had made on separators. His death was a severe blow to the city of Marion, and to show respect for him and appreciation of his services all the factories and business houses were closed on the day of his funeral. He was always ready to coöperate with any worthy undertaking which was

for the benefit of the community. He assisted workmen in building and acquiring homes for themselves, and helped them to improve their condition generally, long before the introduction of the building and loan associations in Marion. The citizens of Marion did not fully realize their great loss at the time of the death of this generous spirited, broad-minded and noble man.

Mrs. Elizabeth Huber, wife of the late Edward Huber, died on Easter Sunday, April 12, 1914. She leaves one son, one daughter, five grandsons, and three granddaughters. Easter Sunday was a very propitious day for this good woman to be called to her reward from a busy life of usefulness. She was not only a good and worthy companion to her husband, the father of Marion's manufacturing industries, but also a friend of the needy—philanthropic, a zealous religious worker, gentle, modest, unassuming; and she will long be remembered by all who knew her.

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